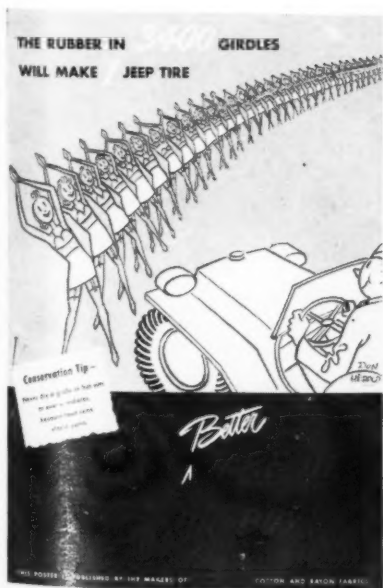


Sales Management

WAR ADVERTISING NEEDN'T BE SOMBER



The War Advertising Council, acting in cooperation with the Office of War Information, is asking advertisers to do either one of these things: 1. Devote the entire space (radio is handled separately) of *some* of their advertisements to war messages which tie up with definite Government objectives. 2. Continue their regular advertising, but see to it that every ad devotes *some space* to a war message.

There's a wide variety of projects which the Council offers—tie-ups with the recruiting of farm and factory labor, anti-inflation, conservation of scarce materials, nutrition, War Bonds, and many others. They're not asking you to use canned copy. They ask only for unification of objectives—a pulling together on a common load.

Variety in treatment of the themes is not only accepted but urged. Some will do their best in dignified, serious vein; others will achieve wide appeal with a humorous touch. The Pacific Mills, for example, has a series of posters similar to the one on the left which tells with a chuckle how to conserve shoes, shorts, blankets, and other scarce items.

A is for Ancient . . . **A** is for Age . . .

AA is for the whiskey of the flavor years

Ah! Such whiskey as they
savored back in those days of
leisurely, ample living . . .
whiskey that was made so carefully
so slowly . . . made back in
peace-time* . . . whiskey that
invokes the memory of another
age in its distinguished and
honorable bouquet and body!
So, although it may at times
be unavailable, you may always
regard with fondness its
“AA” symbol . . . the sign of . . .

Ancient **A**ge



*Ask grandfather, he knows . . . about
this cigar store Indian. Ask the cigar
store Indian, he knows . . . about the
quaint parade of high wheeled buggies,
bustles, horse cars that crowded
colorfully past him through the 1880's
..that other grand and ancient age!*

Kentucky Straight Bourbon Whiskey 90 proof. This whiskey is 5 years old. Stag-Finch Distillers Corp., N.Y.C.
Tune in! Schenley's "Cresta Blanca Wine Carnival" every Wednesday evening, Columbia Broadcasting System.

**Note: all facilities of Ancient Age are devoted to the production of alcohol for War. All Ancient Age Whiskey now available was made in peace-time*



IT'S PRACTICAL TODAY TO HAVE YOUR HEAD IN THE CLOUDS

In the battle for sales, sound strategy has always been characterized by practical, down-to-earth tactics. But to get off to a fast start in the post-war competition for orders, the soundest move is: *Get your head in the clouds.* Lift your eyes and picture how the Air Age will condition your company's merchandising: deliveries handled in days instead of weeks . . . salesmen making the customer circuit in weeks, not months . . . new prospects reached in rich, new markets . . . new warehousing facilities opened up at inaccessible points.

These are only a few of the many considerations certain to affect your sales and promotion plans—considerations, fortunately, about which new facts are becoming available with

every passing day. Listen in, and keep posted.

To help modern sales management secure a clear view of the potentialities of cloud level transportation, FLYING begins with its August issue a special "Air Commerce" section. In this magazine within a magazine, a staff of experts will offer each month the kind of factual, complete and essential information you will need as a basis for important post-war decisions.

Edited exclusively for executives, the "Air Commerce" edition is now available at special rates for charter subscribers. There will be no newsstand sales. Run over the partial list of contents at the right, and, to make certain of future issues, simply fill in and mail the memorandum order.

HIGHLIGHTS OF THE AUGUST ISSUE

FEEDER AIR LINES
James G. Ray, Vice President
Southwest Airways
**AVIATION'S MARKET FOR
AIR FREIGHT**
R. E. Ousler,
Air Cargo Research Association
AIR EXPRESS GUIDE
C. P. Graddick, Director, Air Cargo
Department, United Air Lines
**LIGHT WEIGHT PACKAGING
FOR AIR SHIPMENT**
Robert B. Welliver, Loading Engi-
neer, Traffic Department, Douglas
Aircraft Co., Inc.
**LEGAL ASPECTS OF
POST-WAR AIR
TRANSPORTATION**
John Dwight Sullivan
CARGO AIRCRAFT
Dean C. Smith, Director of Trans-
port Contracts, Curtiss-Wright
Corp., Airplane Division

FLYING

AIR COMMERCE EDITION

ZIFF-DAVIS PUBLISHING COMPANY
540 NORTH MICHIGAN AVENUE, CHICAGO, ILLINOIS

JULY 15, 1943

TO BE A CHARTER SUBSCRIBER:

Please enter my subscription to FLYING-Air Commerce Edition for (check which):

- ☐ One Year, \$2.50 ☐ Two Years, \$4.00
☐ Three Years, \$5.50 ☐ Remittance is enclosed
☐ Will remit on receipt of your bill

Name.....Title.....

Address.....City.....State.....

Business Connection.....SM2

NOTE: Subscription to Air Commerce Edition is open only to Business Executives; be sure to fill in company name and the title above



Miles Per Bale

Last year, while a publicity stunt was still valid, the first horse-drawn milk wagon was put on a route (after being photographed!) by the Arden Farms Co., Los Angeles.

And in a short time, horse equipment became dead serious, because under Government restrictions, Old Dobbin with a milk wagon could travel "free miles." Unless the wagon had rubber tires, there was no limit.

The company now has the largest hay-burner fleet in its area, 25 real milk wagons, and a growing number of motor trucks converted to horsepower.

However, there are bottlenecks!

For one, milk wagons are no longer made. They are museum pieces. The two dozen routed out of old milk barns, and property rooms of movie studios, are all there are in Southern California—there aren't any more, and won't be.

Motor milk trucks are converted for horsepower by taking out the engine, rear end and other heavy parts.

"Isn't that too much for a horse to draw?" people ask—they have manifested an affection for the horses, learn their names, feed them sugar, make inquiries if they are off their routes. The converted trucks are not much heavier than milk wagons. The trucks have to have a "fifth wheel" to turn corners—the Arden shops developed and patented one.

If the rubber tires are left on, ODT counts the miles, but laminated wood wheels have been developed for some of them, with steel tires, for routes where early morning rattle is not objectionable.

Harness is a bottleneck, restricted in manufacture. So the purchasing department has to scout for stray sets, and finds them as far away as Canada. A lucky strike was the discovery of several sets of artillery caisson harness, discarded by the Army.



"Who says a horse can't draw?" remarks old Dobbin. "Now there's a hitch in it!"

Horseshoes are another bottleneck, restricted. Modern motor pavements wear out shoes fast, horses are re-shod at least once a month. Special non-skid shoes are necessary for smooth pavements; they cost five dollars a set—and horseshoers are disappearing craftsmen, or all busy in war work.

But horses are plentiful!

And on every route taken over by Old Dobbin the sales have increased. The converted trucks carry as big a load as ever.

It's a Wise Child

Business is booming among the teen-aged youths. The 16-year-olds are organizing successful companies, raising financial backing, issuing stocks, clipping coupons, and paying dividends. And at the same time they're contributing mightily to the war effort.

The Junior Achievement organization, launched by business men in 1938, teaches young people the actual functions of business and of the profit system. Members are taught to produce merchandise and, at the same time, to learn business fundamentals by assuming the risks and managements of their own businesses.

Young people from 14 to 21 are included in the organization's companies. The average capital of a Junior Achievement company is between \$50 and \$100. Shares sell from 25c to 40c with individual subscribers limited to five shares. Among the most famous shareholders is Mrs. Franklin D. Roosevelt, who owns four shares in the Arbanco Novelties Co., Plainfield, N. J.

Merchandise manufactured by Junior Achievement groups runs the gamut from ornamental scarecrows for Victory Gardens to incubators for prematurely born babies. Several of the companies are manufacturing toys. Still others are specializing in services. The Latchstring Nurseries, Chicago, is an all-girl company, organized to take care of babies and small children whose mothers are working in war industries. Other companies, such as the Youth Radio Theatre Co., Milwaukee, stage radio and legitimate plays and charge admission.

But war work is the real heart of Junior Achievement groups today. Several New Jersey companies make wooden shipping blocks to protect the delicate parts of an airplane landing-gear pump, when these parts are shipped.

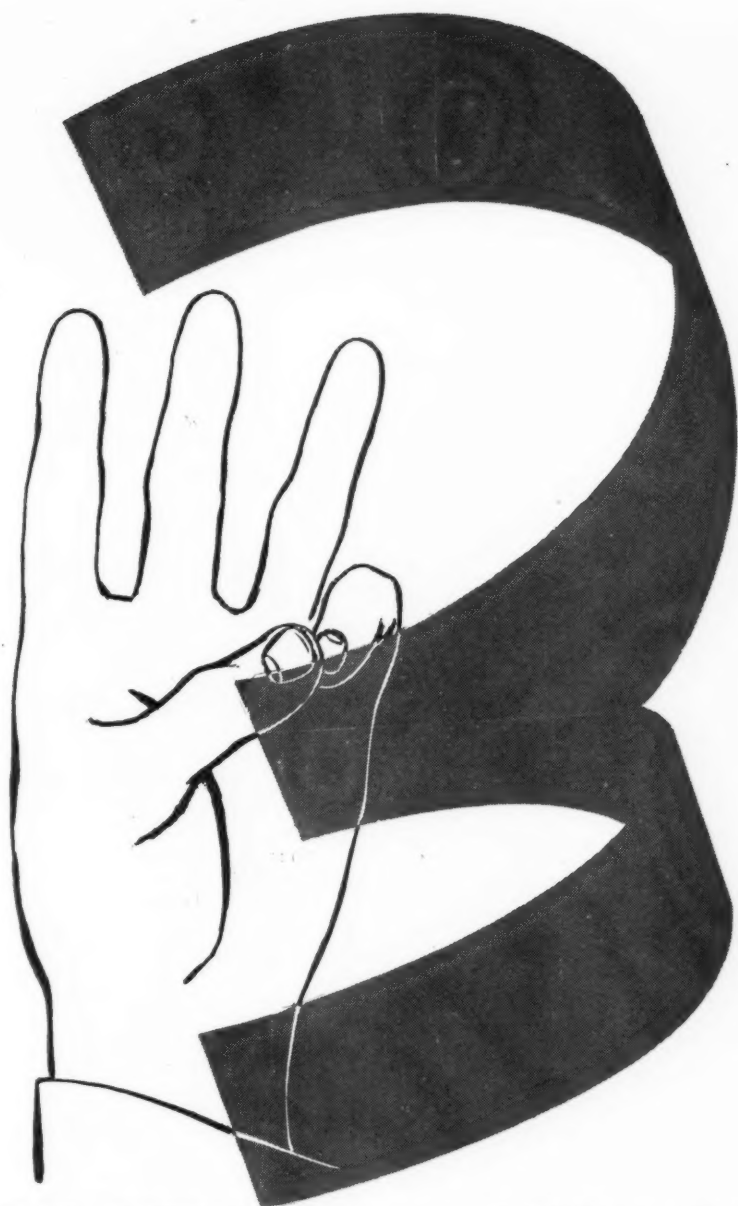
The Cleveland branches are producing wooden wedges needed in the forging of plane parts, as well as wooden splints for the American Red Cross, cloth arm bands for air-raid wardens, and wooden billies for auxiliary policemen.

In Chicago, the Midget Manufacturing Co. produced more than 150,000 trouser hangers for the Army in 60 days, according to a report in *The Wall Street Journal*.

Many of the companies are installing a variety of power-driven machines, similar to those set up in the national headquarters in New York City. Space and equipment at the national headquarters are rented to Junior Achievement clubs around New York City. The equipment consists of a lathe, band saw, two jig saws, drill press, combination sander, buffing jack and polishing machine, circular saw and planer. Any variety and type and number of small articles, made of plastic, metal, or wood, can be produced with these machines.

Chairman of Junior Achievement is Bayard Colgate, chairman, Colgate-Palmolive-Peet Co.; president, Charles R. Hook, American Rolling Mill Co.; treasurer, Roy W. Moore, president, Canada Dry Ginger Ale, Inc. The board of directors and vice-presidents of the organization read like a "Who's Who of American Industry."

SALES MANAGEMENT, published semi-monthly on the first and fifteenth, except in May and October, when it is published three times a month and dated the first, tenth and twentieth; copyright July 15, 1943, by Sales Management, Inc., 34 North Crystal Street, East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York, N. Y. Subscription price \$4.80 a year in advance. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the act of March 3, 1879, July 15, 1943. Volume 52, No. 15.



BIG . . . GROWING . . . STEADY . . . that's the Milwaukee market, the kind of a market in which to build sales and good will for the future as well as today. Population in the Milwaukee metropolitan area, 853,223, increased 86,454 or 11.4% from April, 1940, to May, 1942, according to the Bureau of the Census. Only two of the twenty-five largest metropolitan areas in the nation topped this rate of growth. . . . But Milwaukee's expansion is not the "industrial barracks" type. The new population has come from neighboring communities. These people are not a conglomeration of roving workers, but solid, steady citizens with family trees deeply rooted in Wisconsin. They are quickly assimilated in Milwaukee, the big city with the largest proportion of native white population. Moreover, Milwaukee's huge wartime production is the work of peacetime industrial power geared to war, not mushrooming new factories geared only for war. Production facilities have been greatly expanded, but almost entirely in the same plants which gave Milwaukee a reputation for diversity and stability in the past and will continue to do so in the future. . . . That's the Milwaukee market—**BIG . . . GROWING . . . STEADY . . .** a great market in which to build for permanence. . . . **THE MILWAUKEE JOURNAL**

JULY 15, 1943

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WHAT EVERY RADIO ADVERTISER SHOULD KNOW!



ACCORDING to the 1940 census figures, the state of Tennessee has a population of 2,915,841. Radio Station WMC, with 5,000 watts power day and night, has a day time coverage of an audience of 3,092,109 people . . . more than the total population of the state of Tennessee.

No wonder advertisers are singing a sales song to wit: "The Biggest Market in Tennessee is covered by Station WMC."

**5,000 WATTS
DAY AND NIGHT**

WMC

MEMPHIS. TENN.

**Member of
SOUTH CENTRAL
QUALITY NETWORK**
WMC—Memphis
WJDX—Jackson, Miss.
KARK—Little Rock
WSMB—New Orleans
KWKH-KTBS—Shreveport

REPRESENTED NATIONALLY BY
THE BRANHAM COMPANY

OWNED AND OPERATED BY
THE COMMERCIAL APPEAL

Foot-Loose and Pedal Free

Newton watched an apple fall, Columbus found America, Edison invented the phonograph and Marconi the wireless—but Scholl! He discovered the foot! Millions of babies have cooed delightedly over ten little pink toes. Then they forgot them, Scholl never forgot. He's made a life career out of toes and the metatarsal arch. Also a fortune.

William Scholl, born on an Indiana farm, was intrigued with feet since before he can remember. As a boy, his greatest delight was to get into town and hang around the cobbler's shop. When a young man he went to Chicago—and got a job in a shoe store. He studied in a medical college nights and in time was graduated as William Scholl, M.D.

Dr. Scholl didn't give a rap about being a physician. But he did want to know about feet. Before he left the shoe store where he worked as a salesman he had thousands of enthusiastic customers who came to him for foot relief. He sold them special shoes, arch supports, and various other devices.

Finally, some forty years ago, he organized the Scholl Manufacturing Co., to produce the various mechanical devices and corn and bunion plasters and such, that he had developed to ease the feet of Chicagoans. Since that time his business has spread all over the world. Today he has his own outlets, 16 Scholl-owned and 37 dealer-owned stores in major cities in the United States, with more in Switzerland, South Africa, New Zealand, South America, Mexico and other distant places. More than 100,000 U. S. dealers, drug stores, shoe stores, etc., stock his merchandise.

"Millions of men in the Army, and more millions walking more than they ever did in their lives before, now that 'A' cards are blooming on windshields everywhere, have become acutely conscious of their feet," says Dr. Scholl. "All these people will find that their feet will do a better job for them if they will follow a few simple directions."

Here are some of his recommendations for the weary worker who is low on gas who wants to keep his feet functioning:

1. When a fellow gets home at night he should take off his shoes and go barefoot for two or three hours; walking barefoot in the grass is a fine idea.
2. When waiting to see a customer in a reception room stand up, lift the body on the toes, well, ten or fifteen times; you can do it on the corner while waiting for the bus, too. Nobody'll think you're nuts.
3. When you are sitting, pivot the foot on the ankle a few times, using a circular motion, and wiggle the toes.
4. If you spend much time at a desk take time, every now and then, to make a circle or two around the room walking on the toes like a ballet dancer.
5. When opportunity offers, now and then slip your shoes off and walk around the room on the outer edges of your feet, soles inward.
6. Get the old dogs up on a chair, a desk or any other high place as opportunity offers, if only for a few minutes. It's restful.
7. Be sure to walk a mile or two or more every day. Walk to the drug store or the grocers instead of riding. Walk, walk, walk.
8. Girls working in war plants should wear good shoes. Reserve "play shoes" for playtime.
9. Be very sure that your shoes fit. Discomfort wrecks nerves and can cause real illness.

Dr. Scholl pointed out that in countries where people carry water jugs and laden baskets on their heads they have perfect body poise and the best feet in the world. Try it with an unabridged dictionary, a bag of sand you can borrow from your fire warden or a bucket of water. A bale of unfilled orders might do.



THE MAN WAS OUT . . . but the picture was in—won the National Headliner's Club Award as *"the best news picture of 1942"* for Lieutenant Robert L. Mooney, former Inquirer cameraman . . . now with the Army Air Forces, taking pictures in a bigger league.



Headliner's headliner—

WINNING awards is nothing new for Inquirer people. The amount of talent, ideas, skill and energy invested in The Inquirer in the last six years has made it a notable newspaper among newspaper people . . . read, followed and often copied in other newsrooms.

However, the paper does not depend on outsiders for recognition. Every day, somebody on the home staff scores a home run with the folks, gets a confirmation from Constant Reader. Circulation

up more than 50% in the past six years represents substantial approval, too. But most obvious and apparent awards show in the advertising columns, where reader response is measured on the cash registers; where advertisers' approval is evident in more advertising . . . Largest lineage volume in Philadelphia. Second among all morning papers, with the largest advertising gain of any, in 1942. Last year's gain topped in the first five months of 1943! . . . are headlines interesting to advertisers too!

The Philadelphia Inquirer

National Advertising Representatives: Osborn, Scolaro, Meeker & Co., New York, Chicago, Detroit, St. Louis; Keene Fitzpatrick, San Francisco

JULY 15, 1943

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Sales Management

VOL. 52, NO. 15 JULY 15, 1943

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SALES MANAGEMENT

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending July 15, 1943

A Job for Advertising to Do

WE WANT TO ADD A SUGGESTION to the list of worthy projects which the War Advertising Council is sponsoring. In their July progress bulletin they ask advertisers' support for several information campaigns which tie in with important government objectives. These include such worth-while subjects as recruiting farm labor, fighting black markets, guiding consumers in the use of ration stamps, fighting inflation, conserving fuel—selling War Bonds, and the like.

"Promoting unity at home" could well be the basis for still another series of hard-hitting advertisements. No one but Hitler and his gang profits from strikes in essential industries and from such disgraceful race riots as we have witnessed recently in Los Angeles, Beaumont and Detroit. The basic causes of racial hatreds and discrimination aren't going to be done away with by advertising alone, but advertising could help to keep bitter feelings submerged, if not deadened, while we have a common war to wage and win.

Most of the people in the country have been subjected to reasoning statements by Government officials, Army and Navy authorities, educators, clergymen and publicists as to the causes of war and why we are fighting—but apparently many millions do not or cannot understand what it is all about. To such people there is only one appealing motive—the same one which successful advertisers have played upon—that of enlightened self-interest.

How Not to Fight a War

We can take for granted, I think, that all but an infinitesimal minority want this country to win the war—and quickly! What many of these people fail to understand is that to win it quickly, we must fight as a team. We cannot take time out to fight our neighbors. Fighting at home helps Germany and Japan.

To advertisers who wish to do something really worth while for their nation and for themselves, we suggest that they prepare and sponsor magazine, newspaper, radio and poster advertisements which tell in simple, forceful, A-B-C language why unity on the home front is a pre-requisite to a sure and quickest possible Victory.

It could be done in several ways. The plain man on the street—Joe Doakes—might be the medium through which the advertisers put over these messages. It might be done by enlisting national figures who have the respect of people and who have heretofore not been associated with the war effort—perhaps some of the "elder statesmen" like Al Smith and Charles Evans Hughes. It might be done by the questions and answers method.

Or it might be done with an ironic touch. It might carry out the thought "how to prolong the war, perpetuate annoying wartime controls and make the war more costly in lives and materials"—to be followed by a listing and short description of such recent happenings as the coal

strike and the race riots, with an estimate of the cost to the Nation.

We think we have something. Adapt it, smooth it out, enlarge upon it. Prove to the country that advertising can help democracy work. (The writer has a few more ideas on the subject which he will be glad to give to any advertiser or agency who is interested.)

Babies—Just Babies

THE N. Y. WORLD TELEGRAM issued last week a 3-year summary of findings from its continuing merchandise inventory of grocery stores in 14 primary New York market counties, under the heading "The Daily Newspaper: Grocery Products' Best Advertising Medium."

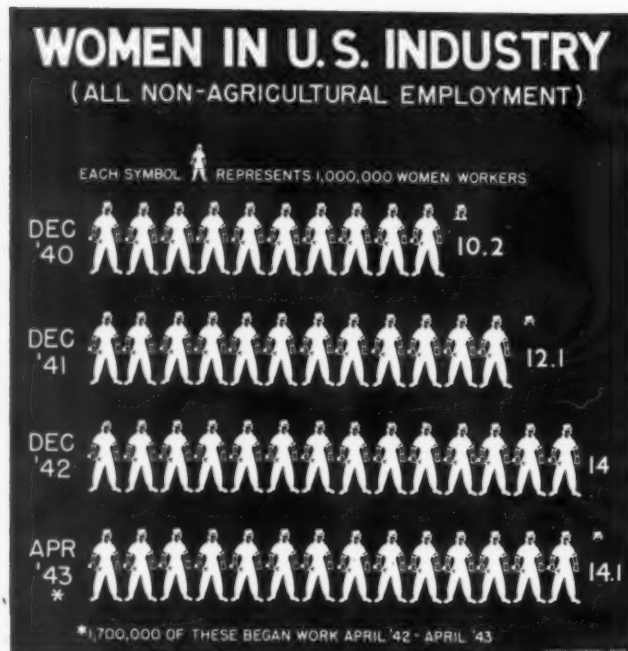
One of the most striking and interesting facts brought out in the survey is the extraordinary growth in the sale of prepared baby foods. This is a reflection both of good promotion by the leading brands and of expansion of the potential market. It is no news that more babies were born in 1942 than in any previous year, and 1943 is expected to set a new record. But it is news that in a 2-year period sales of baby foods have gone up nearly 100%. This is news of far-reaching significance because the expansion of the baby market means that hundreds of manufacturers who sell other products for growing children will have a greatly expanded potential for a decade or more.

In 1940 the average grocery store sold 177 units of prepared baby food. The following year the figure jumped to 224 units, and in 1942 the average was 306. What this means to individual manufacturers is shown by the table below. The figures indicate average unit sales per store of the most popular size of each brand.

	June 1940	June 1941	June 1942	December 1942
Brand	Units	Units	Units	Units
Clapp	20	24	57	50
Gerber	18	19	36	63
Heinz	75	63	81	90
Beech-Nut	83	119	152	211

The *World-Telegram* study relates retail store sales to advertising pressure. Charts give a 3-year picture by months of unit sales and the dollar investment in the 14 market areas made by advertisers in newspapers, magazines, radio and Sunday supplements.

Very few of the advertisers used only one medium. Of the 108 advertisers showing considerable sales increases before priorities and rationing, 90 used daily newspapers, 52 used Sunday supplements, 73 used magazines and 61 used radio. In dollar investments by the same group, 47 spent more money in daily newspapers than in any other medium, 28 spent the most in radio, 21 in magazines and 12 in Sunday supplements. Added value is given to the charted relationship between advertising pressure and sales results by a running record of the special promotions used, such as coupons, combination offers and 1c sales.



Many of these 14 million women—and there will be at least a couple of million more before it's all over—are learning how the wheels go around, and what makes them tick. Two apparently valid post-war conclusions can be drawn from this: (1) after seeing in the factories how machines can save labor, they are going to want more mechanical servants in their homes, and (2) they are going to be even more demanding about quality in what they buy. They'll know—far better than ever before—whether or not an article is well made.

"Taking the guesswork out of advertising" might well have been a sub-title to this study which results from an annual expenditure of \$35,000 a year by the newspaper in gathering and compiling inventory statistics from representative stores. The project was conceived by Vernon Brooks, advertising director of the paper, and it is a model which newspapers in many other cities might follow with profit, both to themselves and to the world of advertising.

Tightened Civilian Belts

MANY MANUFACTURERS HAVE BEEN WORRYING over the rumor of over-supply of war materials and the consequent possibility of contract terminations: others have been wishfully thinking that more and more critical materials would be allotted for civilian production. According to Leon Henderson, who with Leo M. Cherne, has prepared a special study on the subject for members of the Research Institute of America, there is no over-supply, and war procurement will show little if any let-up for the full 12 months ahead. As Mr. Henderson sees it—and one must admit that his sources of information are better than those of most prognosticators—war production will follow this schedule:

1. For the next 6 months continuation of war production without any substantial decrease, and with only very isolated instances of contract termination. Demand will continue strong during this period for the same types of munitions and military supplies which are being turned out at present.

2. The end of the 6 months' period is likely to see the beginning of a drop in *some* military production, but this will be more than compensated for by new demands for

materials for reoccupation—housing material, water supply equipment, power machinery.

3. At the end of the 12 months' period—one year from now—large areas of slowing down and actual cessation in war manufacture will be appearing.

Why So Modest, Sales Manager?

ALMOST AS PERPLEXING as the old question of which came first, the egg or the hen, is the more modern one of whether the sales department sells what the production department makes, or whether the production department makes what the sales department can sell.

The question is very much to the point right now, because of the post-war planning which is going on. Some sales managers are dominating forces in the post-war committees; others are being shoved aside by financial and production men. In his article in S. M.'s July 1 number Fowler Manning says, "It is true that, too often, the sales manager is not so placed in the organization that he may control or influence the product designed, and again too often, the sales executive himself has not analyzed the situation and is not aware of the extreme importance or possibilities of this kind. This is not only the responsibility of the sales manager, but an opportunity for constructive contribution to his business."

Never was there a time when sales managers had such an opportunity to be constructive forces in the development of products. In normal times the factory is producing civilian goods which must be sold right away. Machines and workmen are busy grinding out the goods and the sales department must sell them. Experimentation has to be limited. Today there is time—precious time—which the sales department should use in studying market preferences and needs and translating them in terms of product changes and refinements to the rest of the organization.

Significant Shorts

Salesman's card, 1943 model: A salesman in the Middle-West who has both a sense of realism and of humor is handing out this card to his customers: "My customers will please be advised that I will demonstrate my goods only by appointment on Tuesday and Wednesday afternoons. Your applications for merchandise will, if acceptable, be consecutively numbered and filled in at my convenience. Substitutions will be made at my discretion, and no complaints as to quality or delay will be tolerated. Bills must be paid upon receipt, and no credit can be extended. These rules apply only for the duration. Subsequent thereto I will be around as usual, begging for orders."

Sound advice on house magazines: The Champion Paper & Fibre Co., Hamilton, Ohio, has just issued a booklet which should be "must" reading to executives concerned with house magazines. Called "So You Want To Start A House Magazine," it gives in question and answer form the results of many years of experience of a company that specializes in making paper for house magazines. It goes into such problems as the requirements of an editor, physical form, layout, color, size, field correspondents, checks on reader interest and cost.

PHILIP SALISBURY

SALES MANAGEMENT

W. L. Jurden has been appointed director of post-war planning for the National Gypsum Co., Buffalo. Mr. Jurden formerly was production manager for four of the company's chain of twenty-one plants.



John P. Clarkin, who has been sales manager of Pepsi-Cola Co., has been elected vice-president in charge of sales. He has been associated with the carbonated beverage industry for fourteen years or more.

NEWS REEL



Ernest Muller has been made assistant to Mark A. Follansbee, vice-president in charge of sales, Follansbee Steel Corp., Pittsburgh. In his new post Mr. Muller will devote a major part of his efforts to post-war plans.



Frederic I. Lackens, advertising manager, The Hays Corp., Michigan City, Ind., has been elected president, National Industrial Advertisers Association, Inc. Mr. Lackens has been active with the N.I.A.A. for a number of years.



Samuel A. Boyer has been appointed assistant to the president, New Haven Railroad. Mr. Boyer also will continue as manager of public relations, with headquarters in South Station, Boston. He also will supervise all advertising.



J. Ward Maurer has been promoted to the newly created post of manager of advertising and merchandising, Wildroot Co., Buffalo. He went to Wildroot in 1929 and won experience in all departments of the sales branch of the business, becoming advertising manager in 1942.

Albert E. Ritchie, former merchandising manager, Wildroot Co., Buffalo, has been advanced to sales manager of the company. Mr. Ritchie joined Wildroot in 1931 to handle sales of syndicate store merchandise, and was appointed merchandising manager in 1942.





(Above) White Motor's "Service Management Manual" not only stresses the "how" of service station operation and service sales management, but presents tested techniques for careful, detailed management control of all operations.

(Below) Two hundred management meetings were held among White branch managers and White distributors to train top personnel in the procedures through which White converted the major portion of its operation to service.



What Happened When War Wiped Out \$17,000,000 of Our Annual Volume

Not until trucks were frozen and the company faced the possibility of having to disband their entire sales force did White Motors discover the real possibilities for volume and profit inherent in service, theretofore the firm's "Also Ran" department.

As told to A. R. Hahn

BY HAROLD D. LAIDLEY

Manager, Sales Development
The White Motor Company
Cleveland

THE mere thought of the consequences—to the men and to the company — of disbanding our sales force of 300 men, filled us with dismay.

Yet that was the prospect before us only a few days after Japanese bombs falling on Pearl Harbor plunged us into World War II.

Truck manufacture stopped — like that! Our factory hastened conversion to war materials. Our entire inventory of trucks and busses was placed under Government control. The Office of Defense Transportation told us what we could sell, and when, and to whom.

And out there—in the field—was the White sales organization. Not blood, perhaps, but certainly plenty of sweat and tears had gone into building that organization. In 1941 these men sold 12,000 new trucks and busses—a dollar volume of more than \$30,000,000. The effect of the freeze was to reduce this volume to ap-

proximately 4,000 units a year, representing a retail value of \$14,000,000. Three hundred men couldn't live on that.*

What were we to do? Wash out the organization for the duration? Attempt to transplant some of the men to other departments where we needed manpower—make them into parts clerks or expeditors, for example? Or should we look for some logical change in general management policy which might enable us to keep the field staff intact—at least within the limits allowed by Selective Service?

We ended up by doing just that—changing the general management policy, keeping the men. In so doing we discovered some amazing things for ourselves, things that definitely will have substantial influence on

our policies in the peacetime future.

This is how it happened. And why.

Only a glance at certain basic industry figures told us that we were, indeed, essential to the war effort. At the outbreak of war, there were 4,800,000 trucks in service in the United States. Best estimates showed that some 300,000 of these went to the graveyards every year, either from sheer old age or disintegration beyond repair. In normal years, there are from 650,000 to 700,000 new trucks built.*

During the war the normal rate of mortality would go on—might conceivably be increased if it weren't headed off. But between May, 1942, and December, 1943, only about 10,000 new trucks would be built—only 10,000 to replace the 300,000 or more going out of service! Consider, too, that there are approximately 51,000 communities in the United States that are *entirely dependent* upon trucks and busses for their transportation! Those figures clearly revealed the critical situation in the motor transport industry.

The inescapable conclusion was this: We must see that our trucks and busses were kept running, for the duration, to the very last mile of their usefulness. The normal life of a truck could be sizeably extended. That we knew. We also knew from experience that truck owners were seldom

* Of White's normal field complement of 300 salesmen, about 250 sell through 40 direct factory retail outlets, the other 50 sell through White's 250 distributors.

* This number provides not only for replacements, but for the normal expansion of motor truck use. The industry has grown rapidly since 1918.

using the best maintenance methods because new trucks were easy to buy, and many owners frankly believed in frequent replacement rather than investment in reasonable repair service to give trucks longer life.

The White company always had provided service. It was an essential part of sales. But the service division was never developed on any basis of sales volume and operating efficiency which could be termed remotely comparable to the setup on the primary end of the business—the end engaged in selling new trucks and busses. Service was simply a supplement to sales—something that had to be provided. It was not a satisfactory source of profit.

Right there, on our own doorstep, we found, in service, a product that could be sold. A product that would enable us to keep our field men. A product that represented a substantial contribution to the war effort.

The White field organization was, therefore, converted to service. Instead of selling new equipment, our men took on the task of helping truck owners keep their fleets running with the fewest delays in the movement of critical war materials, of insuring the prompt availability of replacement parts.

Two important broad operations were involved in putting this new program into action: a substantial strengthening of the service setup in the field, and a complete program for re-training men whose previous experience had been confined wholly to straight product sales of large unit value.

It took some intensive research work in the field before these two plans were ready for presentation to the White field organization.

Our first objective was to see that each branch and distributor was prop-

erly organized and equipped (both with tools and manpower) to give well-rounded, expert truck service. Each of these centers was to become in fact, a "miniature White factory." A field study yielded a mass of factual information about tested methods in service operation and management. This was boiled down into a "Service Management Manual."

Manual of Tested Methods

Organized in looseleaf fashion, it carried three divisions of subject matter:

1. Service Station Operations (Shop layout, shop tools and equipment, shop operations, the parts department, hiring and training shop personnel).

2. Service Sales Management (Service market opportunities, analyzing the service market, selling replacement parts, selling repair shop services).

3. Management Control (Controlling service operations, effective parts control, sales control, preventive maintenance control, branch profit and loss statement).

This manual became our management Bible, and we shall see, later in this article, how it was put to use.

The program for salesmen, too, required a research job. What should our training plan cover? How were we to re-orient the typical salesman's point of view? How to make his new work seem vital and important?

Out of interviews with the men themselves and with their managers, we set down a list of fifty subjects. Later it was edited to ten. This list determined the content of our training materials.

Backbone of the training plan was a group of six slide films, each

matched with a booklet covering the same subject matter. Here are their titles, and some hints about what they covered:

1. "The March of Time with White."

Designed to re-sell the men on the company. Salient facts about White's history. Role of the company in the first World War. How the new service program is vital to the overall war effort.

2. "Parts Are the Truck."

The true meaning of service. Definition of service attitudes. Courtesy in dealing with the public. Appreciation of customer point of view.

3. "The Three M's of Repair Service."

The three M's: Manpower, Machine Power, Management. Technique of selling service. Handling different customer types. Ways to secure action.

4. "At Your Service."

Stresses the sale of White Preventive Maintenance Service (regular inspection and checking done under a maintenance contract). Why use White instead of some other service?

5. "To Tell the Truth."

More on the technique of service sales. Analyzing and handling objections. Use of a call report. How to set quotas. Why it pays to organize work.

6. "United We Serve."

Selling the local organization as well as White. Planned selling. Use of sales helps. So much for the tools for a new

(Below) First step in White's wartime "survival" plan was to see that the branch houses and distributors were fully equipped with machines and manpower to handle any and every type of service that might be required. Each became, in fact, a "miniature factory." (Right) Men who had previously concentrated on the sale of new trucks and busses often surprised themselves with the volume they were able to build up when they used specialty methods in selling service.



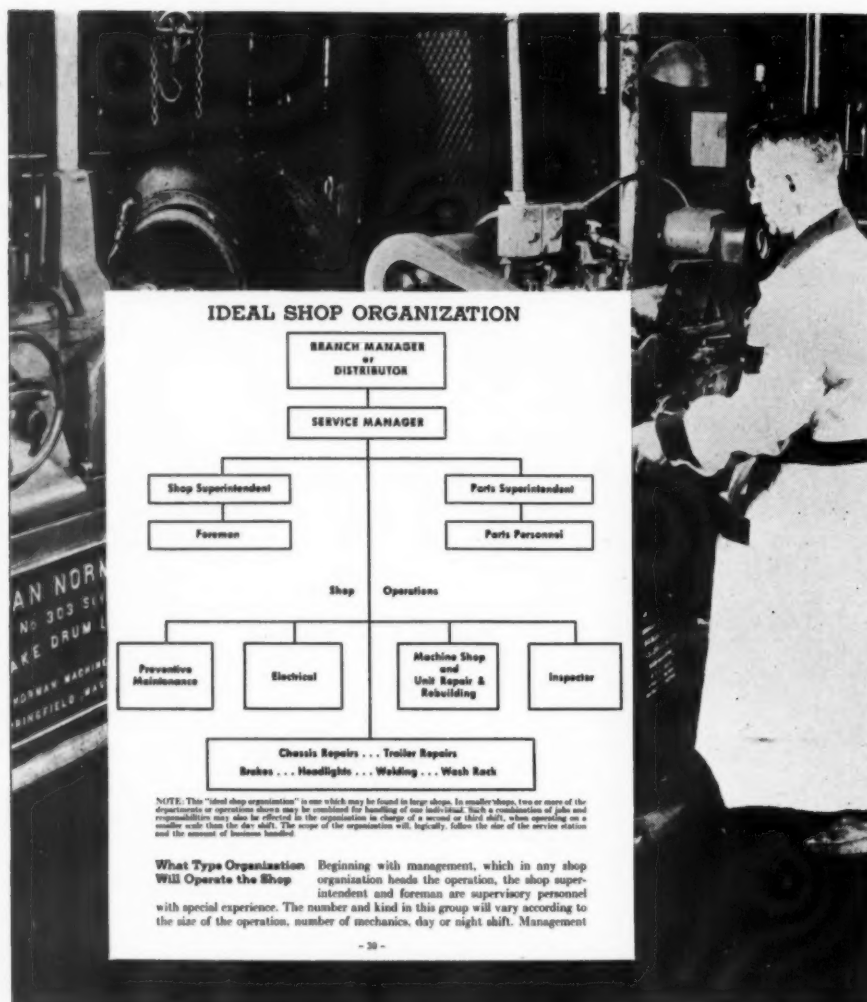


Exhibit A. The "Service Management Manual" was a "how" book from beginning to end. This is the way it blueprinted the set-up of an ideal shop organization.

management program and a new training approach. What did we do with them?

Through meetings held last December in the nine regional offices, the educational and training program was introduced to the branch and distributor organizations. Those meetings were attended by individuals from the branch and distributing offices within the region: branch managers, business managers, service managers, salesmen, distributor representatives.

Following this, the branch managers held a second series of meetings (usually from six to twelve) for service station mechanics, parts-room employees, office employees, salesmen, and all others in the branch organization.

Wholesale managers presented the same program to distributors, holding from one to six meetings with them.

Each manager carried a projection machine, screen, records, films, easel, and booklets to the distributor's place of business and covered the complete program in a manner similar to that used at the branch.

In fact, we made quite a point of having all meetings follow the same pattern. To achieve this end, we published a "Meeting Guide" for the use of all discussion leaders. It blueprinted meeting procedure in every detail; nothing was left to improvisation, imagination, or the personal judgment of the chairman.

After instructions on "How to Put on a Good Show," the manual presents meeting outlines for twelve conferences. Everything is timed. The tenor of the chairman's remark is indicated. The technique of using the easel chart (This is a visual presentation of more or less standard type designed to drive home the more vital points.) is explained. At the same time, it was explained that the guides were not "arbitrary;" they were a pattern only; no man was expected to become a parrot.

Because we felt that a followup was essential to make certain that the meetings went through as scheduled, a report form was provided, to be filled out in duplicate, one copy for

the home office and one for the regional manager. About 700 such reports have been filed on service meetings, and about 200 covering management sessions.

These "management sessions," were, of course, based on the "Service Management Manual" mentioned earlier in this discussion. (This manual is used primarily by White branch managers, but it is also supplied to White distributors without charge.) Each management session, as held by branch managers for their own staffs (or by branch or wholesale managers for distributors) includes the review of from ten to fifteen pages of manual subject matter in relation to the methods currently employed at the branch, and a discussion of what might be done for improvement to tie in with the national program. The branch office copy of the report form is used as a followup for the succeeding session, and to insure reporting back to the group on facts related to action which has been taken to effect improvement. It is a slow process, but unquestionably beneficial. (See Exhibit A for a sample of the subject matter treatment in the management manual.)

New Sales Management Tools

To aid the field organization with its manpower problems, several supplementary new management tools were developed. One of these was a booklet on "Selection and Appraisal of Salesmen." It analyzes the elements of selection and appraisal, sets down certain ideals, principles and policies in the relationship between employer and employee. One of its interesting features is a check list for managers to help them set the standards for a good salesman.

Primary objective of the manual on selection and appraisal is to induce managers to use a patterned procedure in interviewing sales applicants. It is our belief that a minimum of twenty-six points should be covered in every employment interview. Accordingly managers are given a "New Sales Employee Rating Form," which provides a guide for the interview, and on which the manager records his impressions after the interview is concluded.

The applicant does not know such a rating form exists, but the twenty-six points listed on it are all covered in the conversation by indirect questioning and discussion. No attempt is made, at this stage at least, to judge the men's aptitudes.

Typical of the points covered in the rating forms are such factors as health, occupational experience, finan-

cial and family status. When the manager summarizes his impressions, he rates the interviewee on all 26 points as poor, fair, good or excellent.

A companion form is called the "Confidential Employee Rating." This is a device for charting the progress of a man after he joins the White organization. It rates him on various character and ability factors. (See Exhibit B.) It is filled out by the regional manager or the vice-president by means of a check mark in each square in the form. A scoring plan is used, with 100 as the base.

Aids Employee Classification

The rating serves as a guide in classifying men eligible for promotion. Any grade which represents an average between Class 2 and 3 is doubtful; one that falls between Class 3 and 4, probably indicates dismissal.

To complete the records which enable us to make an intelligent analysis of the worth of a sales employee, two card records are maintained. One of these carries routine employment information: place of birth, religion, number of dependents, family status, education, previous employment, and job history at White. The other is

strictly a sales record, covering four years, which shows not only a man's sales record in terms of dollar volume, but also his earnings, his expenses, and his "net profit or net loss" to the company. A duplicate of this card stays in the files of the regional manager.

During the year and a half since Pearl Harbor, we have completely equipped our distributing points with adequate service tools, and today our selling organization is devoting its entire time to service sales.

Our most difficult job, at first, was to impress upon the field management and the sales organization the importance of the service program. Their entire interest had been riveted on the sale of motor trucks; service was a stepchild at best, a necessary evil, at worst.

Our thorough re-education program, however, convinced them of the obligation we had to see that owners got all possible help in prolonging the life of their war-essential trucks. Today their realization of the essential character of the work they are doing is responsible for healthy morale—something which has been definitely improved as compared with a year ago.

We now have an organization that is thoroughly proficient in service and yet has the fundamental sales "know how" that is so essential in properly presenting the facts and benefits of good maintenance so as to influence action on the part of the truck owner. The results have been excellent.

Distributors Are Profiting

By including all men and women in company branch offices, making them part of the whole plan, we have engendered a fraternal spirit among them. Each has learned to work with all members of the organization. A new loyalty and a keen interest in one's job is strongly evident.

Our distributing organization, including branches and dealers, is now in a stabilized position with respect to employment and sales volume. Through the program I have outlined here, we have built up a large enough volume in parts and service to make each of these distribution units a profitable operation, even though there are few new trucks to be sold. And what we have learned in so doing unquestionably will have important bearing on our post-war management policies.

CONFIDENTIAL EMPLOYEE RATING					ABILITY FACTORS (Ability to)			
Rating of _____ Rated by _____								
Present Position _____ Date _____								
CHARACTER FACTORS (Degree of)								
ITEM	CLASS 1	CLASS 2	CLASS 3	CLASS 4				
1. ASPIRATIONS OR IDEALS	Acts Always Prompted by High Motives	High Ideals Usually First Consideration	Principles Sometimes Questionable	Unconcerned in His Actions				
2. HONESTY	Absolutely Honest Under All Conditions	Naturally Honest, but Not as Extremist	Honest if It Does Not Hurt	Honest Only for Selfish Gains				
3. DEPENDABILITY	Justifies Implicit Confidence	Usually Reliable	Has to be Followed Up	Often Disappoints				
4. FAIRNESS	Goes Out of His Way to Avoid Injustice	Always Deals Fairly	Only Superficially Concerned	Plays Favorites				
5. OPEN-MINDEDNESS	Looks at All Sides of Question	Tolerant in His Views	Reluctant to Agree	Stubborn				
6. INDUSTRIOUSNESS	Pursues Duty Promptly to All Other Obligations	Does All That is Expected of Him	Superficially Prompt to Get Maximum Effect	Indolent				
7. PATIENCE	Content to Await Logical Development of Facts and Rational Analysis	Usually Awaits Disclosure of Full Facts Before Action	Indulged to Act on Insufficient Facts	Will Never Recognize Any Reason for Delay				
8. PERSISTENCE	Cannot be Discouraged from Ultimate Objective	Not Easily Discouraged by Opponents	Frequently Stopped by Be- liefs	Always Convinced to the Other Side's Viewpoint				
9. THOROUGHNESS	Never Omits Anything	Occasionally Incomplete in Investigation or Research	Does Not Have All the Facts	Superficial				
10. FORCEFULNESS	Possesses Dominating Personality	Inspires Others to Action	Participates in Action but Does Not Initiate It	Reluctant				
11. SELF-CONFIDENCE	Trusts His Own Ability Implicitly	Under No Misapprehension as to His Capability	Often Doubts His Own Ability	Never Feels Equal to a Task				
12. ADAPTABILITY	Can Accommodate Himself Quickly to Any Situation	Not at Ease Under Strange Conditions	Difficult to Adjust Himself to New Circumstances	Cannot Suit Himself to Strange Conditions				
13. CHEERFULNESS	Radiates Good Feeling	Never Has a Depressing Air	Easily Affected by Feelings of Others	Pessimistic About Everything				
14. SYMPATHY FOR OTHERS	Keenly Sympathetic and Always Helpful	Usually Sympathetic and Often Helpful	Sometimes Sympathetic; if No Personal Inconvenience	No Sympathy for the Sorrow and Joy of Others				
15. MORAL COURAGE	Will Fight for His Conscience	Can be Called Upon to Do Right Thing	Sometimes Only Will Fight for a Popular Cause	Easily Discouraged from Right- ed Fight				
16. THRIFT	Improves Financial Situation by Careful Planning	Economical Habits—Usually Saves	Makes No Effort to Save	Lives Beyond Income				
17. SINCERITY	Wholehearted in His Attitude	Understands as Believing What He Says	Motives Not Always Apparent	Can Never Tell What He Means				

ABILITY FACTORS (Ability to)				
ITEM	CLASS 1	CLASS 2	CLASS 3	CLASS 4
1. ANALYZE	Develops Essential Facts in Any Situation	Usually Gets to Bottom of Problems	Unable to Form Conclusions	Often Misinterprets Facts
2. CREATE OR INVENT	Develops and Expands His Work	Occasionally Creates and Expands Ideas	Fairly Imaginative	Wants to Be Told
3. VISUALIZE OR IMAGINE	Possesses Unusual Foresight	Quick to Grasp Possibilities of New Fact	Slow to Envision Over	Can Only Comprehend Facts Presented by Experience
4. MAKE DECISIONS	Prompt and Accurate in His Conclusions	Makes Few Errors in Judgment	Usually Hesitates Between Two Courses of Action	Does Many Inconsiderate Things
5. SELECT AND DEVELOP OTHERS	Picks Winners and Develops Them	Chooses Good Ideas and Trains Them Well	Occasionally Develops a Good Idea	Sometimes Spoils Potential Subordinates
6. ORGANIZE	Creates Harmonious Efforts Among Individuals in a Co-ordinated Manner	Secures Concrete Results by Directing Efforts of Others	Secures Loyalty of Workers but Cannot Get Results	Cannot Secure Team Work
7. COOPERATE	Will Help Others of Personal Service	Good Team Worker	Strictly an Individualist	Selfish and Obstructive
8. BE TACTFUL	Considers Always Pleasant	Approach Usually Good	Occasionally in Wrong	Gets in Wrong—Continuously
9. BE EFFICIENT	Puts His Effort Where It Counts the Most	Discriminates Between Important and Unimportant Matters	Does Not Always Apply Himself to Best Advantage	Takes Everything as It Comes
10. EXPRESS IDEAS CLEARLY AND CONVINCINGLY	Uses Succinct Words in Understandable Form	Logical but Not Impassioned	Cannot Put Ideas in Understandable Form	Cannot Interest People in His Subjects
11. WORK ACCURATELY	Often Always Accurate with Results	Usually Accurate	Makes a Few Errors	Work Always Has to Be Checked
12. WORK RAPIDLY	Exceptionally Quick	Can Speed Up Under Pressure	Usually Behind Others	Very Slow
13. REMEMBER	Never Forgets a Thing	Can Usually Recall Subject Facts	Has to be Occasionally Reminded	Cannot Retain Facts or Details

MISCELLANEOUS FACTORS				
ITEM	CLASS 1	CLASS 2	CLASS 3	CLASS 4
1. GENERAL KNOWLEDGE	Talks intelligently on All Subjects	Knows Something About Most Subjects	Well Read on a Few Subjects	Limited to Superficial Facts
2. SPECIALIZED KNOWLEDGE	Is an Authority on His Subject	Thoroughly Conversant in His Field	Has Always Certain of His Field	Makes Inaccurate Statements
3. HEALTH HABITS	Takes Best Possible Care of Self	Follows Consistently Good Habits	Slightly Impaired by Occasional Disruption	No Care of Self—Highly Unfit
4. PHYSICAL CONSTITUTION	Keen—Never Sick—Shed Anything	Occasional Sickness	Mostly Tolerant—Can Stand Overwork	Weak—Intimidated by Poor Health
5. NEATNESS	Immaculate	Always Reasonable	Sometimes Lax	Considered in Appearance of Person or Work

This is a Confidential Employee Rating Sheet, both sides of which are shown here. The first page has space for all characteristics of an individual, divided into four main categories: the second page, with ability factors, similarly divided. The use of such a method of rating, for selecting as well as promoting subordinates, is a most important factor. When using this, the user could be sent to former employees as it is easily filled out by checking the various blank spaces.

However, should be asked to fill the form out to the extent of their personal observation and knowledge of the man in question. During the man's employment with a company, such a record, made by a person qualified to do so, is of great value in determining the man's fitness, either for his present post or for promotion. A rating of this kind is particularly valuable in the case of unusual organizations, since it serves to bring employee standards up to the top into the limelight and makes them feel they have a chance for advancement.

THE WHITE MOTOR COMPANY

Exhibit B. To help build efficient manpower, White developed a patterned interview procedure. One of the tools used in it is a "Confidential Employee Rating" form which aids managers in analyzing the effectiveness of a man after he is hired, in spotting his weaknesses, perhaps in selecting men for promotion. See article for complete explanation.

Promotion Finesse Builds Roses into Big-Time Business for J. & P.

In summer whole countrysides blaze with the glory of the famous Jackson & Perkins "Paul's Scarlet"* rose. Behind its popularity—and the popularity of its flower-cousins—is a well-rounded sales program. A Sales Management reporter gives you the highlights.

Based on an interview by E. M. Kelley with
CHARLES H. PERKINS
*President, Jackson & Perkins Co.,
Newark, N. Y.*

IN 1873, two berry growers in up-State New York found that they were selling enough plants to neighbors and near-by nurserymen to justify their entry, on a small scale, into the nursery business. From the informal partnership of these two men, Charles H. Perkins and his father-in-law, A. E. Jackson, has evolved the firm of Jackson & Perkins Co., Newark, N. Y., which now furnishes the majority of all rose plants used by cut flower growers in the U. S., and which is also the largest distributor of high-quality roses through retail outlets and by mail in this country.

The company's rise from so small a beginning has resulted in large part from the intelligent merchandising methods of its management and from its willingness to blaze new paths, not only in developing new products (through hybridizing, research in disease-resistant strains, etc.), but also in developing new markets and new methods of distribution.

Jackson & Perkins has shown also a flair for showmanship; i. e., for dramatizing the company, its products, and even the town in which it is located—Newark, New York, often called the Rose Capital of America.

The firm got its start by furnishing small fruit plants to nurserymen, but one of the partners, Charles H. Perkins, saw that there was a demand for rose plants and other ornamental nursery stock from firms that sold

plants and trees through canvassing agents. He decided to satisfy this demand, and, to do so effectively, obtained the services of a rose propagator, one of whose hybridizing activities was the production of the Dorothy Perkins Rose, the most widely disseminated rose of its kind.

Another reason for the success of Jackson & Perkins has been its policy of specializing in items not easily produced and not generally in over-supply. Since it takes several years to bring a plant to the point of being produced in sufficient quantity to become a factor on the market, it is a tribute to Jackson & Perkins' far-sightedness that it has guessed right more times than not.

One such instance was the creation

of the business of supplying greenhouse growers with plants for producers of cut flowers. By using surplus wood, cut-off rose plants in summer, to bud on understocks, producers have been enabled to dig and sell plants the same year they were budded with the new eye. Methods have been improved, and growing time has been cut in half because of this innovation.

Another successful experiment was the adaptation of the popular Pinocchio Floribunda rose, formerly restricted to the cut-flower trade, for planting in gardens. It was launched on this new market only after tests in gardens in varying climates all over the country had shown it to be suitable for general distribution.

Until the depression struck the country in the early 1930's, nurserymen were the principal outlets for Jackson & Perkins' products. When the hard-hit nurserymen cut down their buying, the company began an aggressive campaign to sell through retail markets—general retail stores, seed stores and horticultural supply establishments. About the same time, the new Plant Patent law became effective, and this proved to be a further stimulant to the merchandising of the firm's own individual items. In



* An improved variety is called "Blaze."

Jackson & Perkins have a flair for injecting news value into their flower creations. A new hybrid tea rose, developed by the J. & P. research department, was named "Mary Margaret McBride," after the author and radio personality. Here Charles Perkins presents Miss McBride with a bouquet of "her" roses.

the Spring of 1933, J. & P. put on the market the ever-blooming variety of the famous Paul's Scarlet Climber (called Blaze), one of the first plants sold on a large scale under the new law. Priced at \$2 per plant, Blaze helped J. & P.—and its dealer outlets as well—to weather the depression.

The depression-born method of selling through retailers has been an important factor in the progress of J. & P., enabling the firm to liquidate accumulated surplus and to acquire capital to expand its experimental work. Some idea of the magnitude of the market thus developed may be gleaned from the fact that this year one of these retail outlets alone placed with the company the largest order in the history of horticulture—*more than a quarter of a million dollars' worth of fruits, berries, roses and perennials.*

Despite the success which attended J & P's sales through dealer outlets, the management believed that there was a large potential market still untapped, and so in 1940 it began an in-

as well. Obviously, many mail customers subsequently began to buy J & P products from their dealers who were, in turn, able to handle new items profitably as demand for these items grew.

The mail order department of the company caused it to expand to such an extent that it was necessary to establish a special storage cellar, air-conditioned and moisture-conditioned, with capacity for storing and keeping dormant and in perfect condition more than a million roses.

The pillar of the mail order department is, naturally, its catalog, which has evolved into a 50-page book, lavishly illustrated with color photographs, which faithfully reproduce the colors of the originals—so far as it is humanly possible to have them do so. It is also the company's policy to have its descriptions accurate, especially with respect to such matters as number and size of flowers, height of the plant, etc.

In accordance with accepted and successful selling-by-catalog procedure, each J & P catalog is an improvement over the preceding one. Each advertisement is keyed, and a record is kept of the sales it brings, including first

ing in publications have been the chief source of names for the mailing list. Patrons often send in names of friends. Entire memberships of garden clubs sometimes ask for individual catalogs.

The showmanship characteristic of the firm's selling methods and of the management's flair for timeliness in its promotional themes are reflected in the catalog. Naturally, it follows accepted top-flight mail-order horticultural catalog procedure—that of showing colorful, tempting pictures of the flowers and fruits to be expected from the product. But it is also a readable and newsworthy publication. This year's book, for example, contains a number of photographs of last year's Festival of Roses, the annual Newark event which attracts thousands of visitors. For example, there is a picture of Pinocchio, a character in a marionette show brought to the Festival last year by Sue Hastings (of marionette fame), tying in with the promotion of the Pinocchio rose. Parade scenes—movie stars; a "Living Rose Garden" on a float decorated by 4-H Club Girls; the children's division, the "Kiddies' Rose Parade"—all these are illustrated in the catalog. Also shown are flower



Rose plants for gifts—why not? This promotion idea revolves around a transparent plastic gift box carrying a life-like artificial rose—and a gift certificate entitling the recipient to a selection from the Jackson & Perkins catalog for delivery at spring planting time.

tensive campaign to reach this market by mail. The idea behind the move was that of reaching ardent gardeners—the members of rose societies, the type of person who never misses a garden show. These people are interested in the new varieties of roses produced by hybridizers. Since the average small nursery was prepared to handle only limited quantities of each year's new varieties, at the higher prices necessary to meet their cost of production, J & P acceded to the requests of such gardeners by permitting them to buy their new roses directly from the company. This mail business has grown apace—but, strangely enough, there has been a proportionate increase in the wholesale business



Children of officers of the Jackson & Perkins Co. entered this rose-decorated pony cart in the rose parade, feature of the annual Festival of Roses held in Newark, N. Y., often called "The Rose Capital of America."

orders and re-orders; a tally is even kept of the seasons in which orders are sent, for each advertisement. From these and other studies, decisions are made regarding repetition of copy, insertion of new or different descriptive material, size of illustration to be used, etc.

Rented lists were used for the first large mailing of the first catalog, but not since then. Inquiries and requests for catalogs resulting from advertis-

arrangements, in color, by experts; ceremonies on Army-Navy Day in Newark; J & P nursery scenes; and pictures of Mary Margaret McBride, the radio commentator, and the rose named for her.

Another example of timely showmanship on the part of Jackson & Perkins was its tieup with Metro-Goldwyn-Mayer, producers of the motion picture, "Mrs. Miniver," starring Greer Garson. Jackson & Perkins co-

operated with M-G-M in the development of the Red Rose for "Mrs. Miniver," and commercial production of the rose Mrs. Miniver will permit it to be offered to the public in the Fall of 1944. So impressed was the company with Greer Garson's performance in this picture that they named a very beautiful pink rose "Greer Garson" which was released in the Spring of 1943, and the actress is pictured in the catalog, through the cooperation of M-G-M, with some of the roses named for her in her honor.

Locally, the company cooperates with the Newark Chamber of Commerce, Retail Merchants Association, in staging an annual Kiddies Karnival and Kiddie Parade with plenty of cash and merchandise prizes for gayly decorated floats and fancy costumes and free ice cream "n everything." Also the Newark Community Center is putting on an annual "Moonlight and Roses Dance" at which such celebrities as Mrs. Katherine T. Marshall and Mary Margaret McBride have been guests and where a new Rose Queen is crowned.

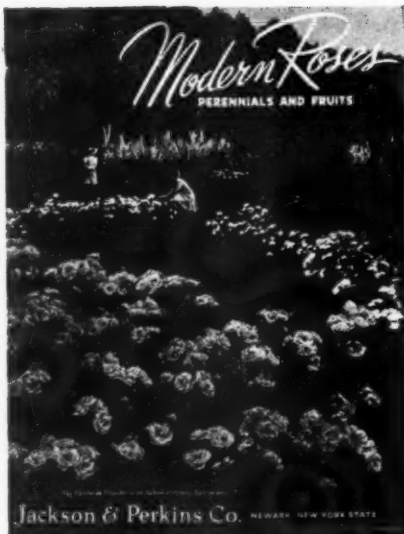
As might be expected, the Mary Margaret McBride rose has been promoted extensively by radio, not only on Miss McBride's own program over Station WEAJ, but in special broadcasts, such as a coast-to-coast program from the J & P gardens and on the Vox Pop program.

The company maintains an extensive display garden at Newark which has been visited by hundreds of thousands of garden lovers from all over the world, and it established and maintained the famed Rose Garden in Gardens on Parade at the New York World's Fair.

Radishes & Roses, Too!

Instead of suffering from the competition offered by interest in Victory Gardens, Jackson & Perkins has actually benefited through cooperating with the movement. It has advocated, "Raise vegetables—and flowers, too," a policy which has also had the blessing of the Government. Probably because the emphasis on Victory Gardening has brought many potential gardeners into the fold; sales of roses are more than holding their own.

Another example of good merchandising on the part of J & P was its development of a Christmas package containing a single artificial rose in a beautiful plastic box, to be given as a token, with a gift certificate, to symbolize the gift of a rose plant. The idea, of course, was to stimulate the distribution of living plants as gifts. Since the plants are held by the com-



Small Wonder It Sells!

Only those who have an incurable esthetic blindspot can remain unmoved by the Jackson & Perkins catalog. Its color pictures alone are enough to send young and old alike scurrying to the outdoors in search of a spade—and rose plants. Its copy gives every type of flower a personality, plays on all the senses for appeal. Consider these samples:

"Flambeau: Bright as the glow of the flaming fagots for which this brilliant top-flight rose is named, the color of Flambeau is a vivid, vibrant, rich scarlet with shimmering velvety sheen on the inside of petals. Exuberant in growth and most generous in bloom, it is fast becoming the favorite tall red rose. . . . Its natural grace is appealing in flower arrangements; men like the buds for boutonnières; women praise Flambeau for its bold splash of color, both in the garden and in bouquets . . ."

"Mandalay: Molten gold forged into appealing, artistic grace. Glorious sunshine compressed into floral elegance. Largest of all yellow roses . . . This is the new J. & P. rose which came to us from Mallerin and has inspired the colorful, romantic name of Mandalay. The long, pointed bud unfolds into a very large, high-centered bloom of clear, pure gold which remains gallantly undimmed throughout the life of the flowers . . ."

"Sonata: All the delicate tones and vibrant harmony of a musical masterpiece seem somehow to have found living expression in the exquisite form, enticing aroma and sparkling color of this one rose. Sonata is truly as beautiful as a symphonic melody. A cochineal-red in spring and fall, in summer lightening to unusual hues of deep, lively pink. In lovely contrast, the outside of the petals is several shades darker than inside . . . Growing proudly erect on long, strong stems . . ."

"Zulu Queen: The darkest and one of the 'blackest' of all red roses—a magnificent dusty deep maroon, almost black in its recesses. . . . Of distinct vigor and beauty, the rich, velvety blooms never burn in the sun, holding their color admirably even in torrid weather . . ."

pany in storage until planting time in spring, the recipient must be notified—and the beautifully packaged token rose with an accompanying certificate is a more pleasing notification than a card or letter. This item went well the first season it was introduced; sales increased sixfold the following Christmas.

For a number of years, Jackson & Perkins has followed the practice of furnishing a rose letter and other news and informational material to editors of garden pages, and has cooperated in other ways with writers and radio commentators in spreading the gospel of "more and better roses." Such material is furnished, even when J & P products are not to be specifically mentioned, to attain the broader objective of making the public more rose-conscious. The firm's research activities (it is said to have the largest experimental rose research department in the world) have been the basis of many news stories which were welcomed by editors. America is fertile ground for such promotional activities, since the rose is the most popular flower as proved by polls conducted in 1937, 1938, and 1939 by a garden magazine.

Last year Jackson & Perkins assisted the producer of the series of Paramount Popular Science Shorts in making a color film on rose hybridizing. The picture was produced under the supervision of Eugene S. Boerner, Jackson & Perkins' hybridist. An estimated 70 million persons saw it in U. S. motion picture theatres. By way of promoting it, a sticker referring to it was put on every piece of mail which left Newark during a period of several months.

Gain National Distribution

J & P products have national distribution, through general retail outlets. Orders for roses from the Pacific and adjoining states are filled from the firm's California nurseries. The rose fields occupy nearly 3,000 acres at the company's headquarters at Newark. In its Test and Display Gardens, there are 30,000 rose plants of more than 3,000 varieties. More than 500,000 blooms open at one time, during the blooming season. In addition to its line of established varieties, the company always has hundreds of thousands of new seedling roses under trial, only one out of about 2,000 of which will stand the test of color, sturdiness, hardness, disease resistance, etc.—requirements necessary in a rose to bear the company's recommendation for national distribution. It takes five to seven years to perfect a new rose.

SALES MANAGEMENT

Armour Scores a Bull's-Eye with Its "Meat Ration Meals" Campaign

This down-to-earth housewives' language copy, in which Armour plans weekly menus for typical families, showing how to stretch the precious red points, has, according to field checks, lifted reader interest in the company's advertising to a new all-time high.

Based on an interview by Lester B. Colby with

J. E. WEBER

*Advertising Manager
Armour & Co.
Chicago*

MEAT packers employ fewer salesmen today than they did before the war. When a meat salesman marches off to war, a packer cannot just pick up another fellow named Joe and expect him to do the work as well. In addition to that, the packer has a new set of problems, a fresh batch of troubles and worries, and the entire sales set-up isn't what it used to be, not by a jugful!

We are all so familiar with the cries of acute pain in red meats and the forebodings emanating from Washington that it would be as pointless as a spent ration book to go into them here. It may be informative and of some value to put down what Armour and Co., for example, has done and is doing to meet the situation. The company picked out an expert a full year ago and put him to work. His name is Ink.

Food for Freedom Campaign

The first wartime story which Armour Co. told was largely institutional in nature and was called its "Food for Freedom" campaign. The first point made was that meat is a munition and that the soldier must have it in plentiful quantities, even if the civilian feels the pinch. Armour then began to tell the story of the company's 65,000 employees, its 5,300 refrigerated freight cars, its 2,440 trucks, its 321 refrigerated branch houses and its 75 years of experience.

Then came the story of boneless beef, developed for this war to save shipping space, research in perfecting rations, progress in packing and canning, by-products such as wool, leather, soap, abrasives, glycerin and chemicals; medical supplies such as suprarenalin, surgical sutures and

yellow bone marrow concentrate used with that miracle remedy, the sulfonamide drugs to combat infection and others—all summing up to a breathtaking story.

That was all right for a time, but then came rationing. Rationing imposed an entirely new problem. J. E. Weber, advertising manager for Armour, in an interview told the story to a writer for SM. He said:

Asks Public to Eat Less Meat

"Rationing meant that we had a specific job to do in our story to the public. We saw the value of giving the people recipes and meat plans which would enable them to stretch their meat over more meals. We saw the need for telling people how they could make interesting meals out of what they could buy if they could not get the meats they were used to or wanted most. As we looked at it, our duty was to give the Government and the public service.

"Selling meat was no longer the problem. After we had given the Army its share, and Lend-Lease its bit, we could not fill the domestic demand. A year or so ago we never thought the time would come when we would be advising the housewives of America to buy a half a ham instead of a whole ham or telling them 'stews take little meat.' We are now also saying, 'meat pies make meat go a long way.'

"Yes, we advertised that half a ham for Easter could make five wonderful meals for a family of four and told how to do it . . . with drawings to show how to make the cuts fit the recipes. We found ourselves telling how to make a lamb pie with potato puff crust, how to use cabbage and carrots and other vegetables with cold cuts or stews to make them "stretch."

"For months we had not talked products. Now we were talking products again, not to increase sales, but to let the housewife know what meats she could get at a favorable price and lowest point cost. Yes, we were in the meat packing business and preaching the theory of using less meat!"

This story was spread throughout the Nation, in full-color advertising display pages in such magazines as *Saturday Evening Post*, *Collier's*, *Life*, *Good Housekeeping*, *McCall's*, *Ladies Home Journal*, *Woman's Home Companion*, *American Home*, *Better Homes & Gardens*, *The Parents Magazine*, *True Story*, *Farm Journal*, *This Week*, and that Sunday supplement to newspapers, *The American Weekly*.

Ads Serve as Shopping Guides

Immediately after point rationing went into effect, Armour went into approximately 150 newspapers with full-page space. The first shot was headed:

"Armour shows how to buy your meats under Point Rationing. . . . Save this Armour and Co. page and use it as your shopping guide."

Sample menus were published, suitable for a family of four. A table told what kinds of meats to buy, how much in weight, with the cost in points. Even fish, which the company does not handle, was recommended as an additional non-ration protein food. The table carried a first and second choice list.

After that, a full single-column space was used, also in something like 150 newspapers, once each week. A week's menus were carried in each ad, together with market orders, ration point values, and recipes for the principal dishes. One week a family of two would be considered, next, perhaps, a family of four, then five and so on. All were headed, "Armour's Meat Ration Meals."

The week's program might be labeled:

"Eight Meat Meals for Next Week—Planned for a Family of 2," or "Nine Hearty Meat Meals for a Family of 6."

Always the menus were planned so that the family might follow the program and remain within its point limitations. Ten of these single columns were used. Closing day was ten days ahead of publication. All went smoothly until the Government began

Armour's Meat Ration Meals



9 Meat Meals
for the week—
Planned for a
FAMILY OF 4

Marie Gifford, Armour's food economist, starts this week's meals for a family of 4 with a hearty Roast Leg of Star Lamb...Shows how to stretch the family's 64-point allowance over 6 meat dinners, 2 lunches and a breakfast—including butter and shortening. Market order below shows exact quantities to order.

SUNDAY — Red Stamp Points — 36

(Provides meat for 3 dinners and 2 lunches)

Roast Leg of Lamb ★ Brown Gravy
Mint Jelly Mashed Potatoes
Beets and Beet Greens
Avocado and Orange Salad
Raspberry Sherbet Cookies

Five of this week's meals are based on your Sunday roast, so choose it with care. Get a young, tender leg of lamb by asking for Armour's Star.

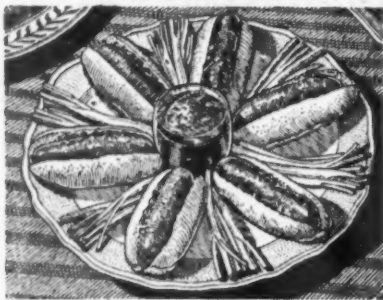
MONDAY (Leftovers)

(Have 4 sirloin lamb steaks cut from the heavy end when you buy the leg.)

Broiled Sirloin Lamb Steaks ★
Broiled Tomatoes Frenched Green Beans
Head Lettuce French Dressing
Spice Cup Cakes White Frosting

TUESDAY — Red Stamp Points — 3

Barbecued Frankfurters ★ on Toasted Rolls
Creamed Peas Mixed Green Salad
Apple Crisp Cream



Recipe:

BARBECUED STAR FRANKFURTERS

6 Star Frankfurters (about 1/4 to 1/2 lb.)
6 Frankfurter Buns

BARBECUE SAUCE:

1 tbsp. Cloverbloom 1 tsp. mustard
Butter or margarine 4 tps. Worcestershire
1/2 cup chopped onion Sauce
1 tsp. paprika 1/4 tsp. Tabasco
1/4 tsp. onion 1/4 cup catsup

"We're in the meat packing business and are preaching the theory of using less meat!" Typical of Armour's national campaign in newspapers and magazines is this ad, featuring "Meat Ration Meals" for the week, to help the family point budget system operate more effectively.

to change the number of points against specific items.

In some instances that meant that corrections had to be made by wire. Wire changes were made up to 48 hours before publication. These changes sometimes caught Armour by surprise but, through either luck or foresight, in no instance was the point limitation for the week thrown out of gear.

The newspapers used gave the program a weekly circulation of about 18,000,000. Another 1,000,000 copies were printed up and given to dealers for point-of-sale handouts.

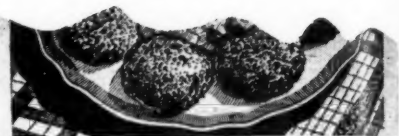
"We made our own checks, Foote, Cone & Belding, our agency, made checks, and we had checks made by checking services," said Mr. Weber. "All of these checks agreed on one thing; Armour had never in all its history secured so great a reader interest in any advertising. We had found a subject in which the housewives of the entire Nation were intensely interested. It was a natural, so to speak.

"We have no fault to find with radio but, in this instance, we found that Ink would serve us best. We couldn't trust to giving the recipes over the air. We wanted them delivered in such a manner that the housewife would cut them out of the paper or magazine and keep them, using them day by day for reference. Ink was the only way we could depend on to get that job done."

Retailers Are Helped

A farther Armour service to both retailers and their customers was an enlarged chart of consumer point values for posting on retailers' walls. This was in size 44 x 64 inches sent out in a roll. One hundred thousand of these were printed. Gummed corrections were mailed out as the point values changed. Because of the paper shortage, various types and weights of paper were used. It was a case of print on any kind of paper available.

Counter displays also were used. These held small pick-up recipes. The tiny folders, illustrated, have gone out at the rate of 2,000,000 a month. It was amazing, Mr. Weber said, how many women picked them up while doing their buying. All this helped to educate the buyer on a larger variety of ways of preparing meats which were most generally available. Or, at least, more available than others. It all summed up to making the supply, somehow, go around as far as possible. It meant that most people could learn more about what to do with the meat they could get.



Recipe: STAR PORK LIVER PATTIES

1 lb. Star Pork Liver 1 1/2 tps. salt
1/2 cup chopped onions 1/2 cup dry bread crumbs
1 Cloverbloom Egg 4 tps. fat

Place liver in hot water for 10 minutes, grind coarsely. Mix with onion, egg, salt and bread crumbs. Form into 8 small patties, about 1/2 inch thick. Brown in fat, 6 minutes per side. Too long cooking will develop a strong flavor. Serves 4. Serve with buttered carrots.

PLUS

SUNDAY BREAKFAST — Red Points — 4

Grapefruit Juice, Crisp Star Bacon ★ (1/2 lb.) with Waffles and Sirup. Coffee.

TUESDAY LUNCH (Leftovers)

Serve a Lamb Vegetable Casserole with Jellied Fruit Salad, Leftover Spiced Cakes for dessert. Cocoa.

THURSDAY LUNCH (Leftovers)

(Use bones and leftover pieces of lamb for soup.) Scotch Broth with Barley and Vegetables, Toasted Crackers, Pear and Cottage Cheese Salad, Cookies.

★ Means Rationed Meats

Red J and K stamps good this week.

L stamps become good June 6.

MARKET ORDER FOR 4

WEIGHT	POINTS
6 lbs. Star Leg of Lamb (Cut 4 sirloin steaks from heavy end—1 1/2 lbs. and use rest for roast). 6 points per lb.	36
1/2 lb. Star Frankfurters 6 points per lb.	3
1/4 lb. Star Corviolet Sausage 9 points per lb.	2
1 lb. Pork Liver 5 points per lb.	5
1/2 lb. Star Bacon 8 points per lb.	4
1 lb. Cloverbloom Butter 8 points per lb.	8
1 lb. Star Lard or Margarine 5 points per lb.	5
8 1/4 lbs. meat	63
2 lbs. fat	
PLUS 1 doz. Cloverbloom Eggs (not rationed)	0
1 lb. Fresh or Frozen Fish (not rationed)	0

Now that you're getting along on less, try to get the best. Ask for Armour's Star Meats and Cloverbloom Poultry and Dairy Products.

© ARMOUR AND COMPANY

**Armour
and
Company**

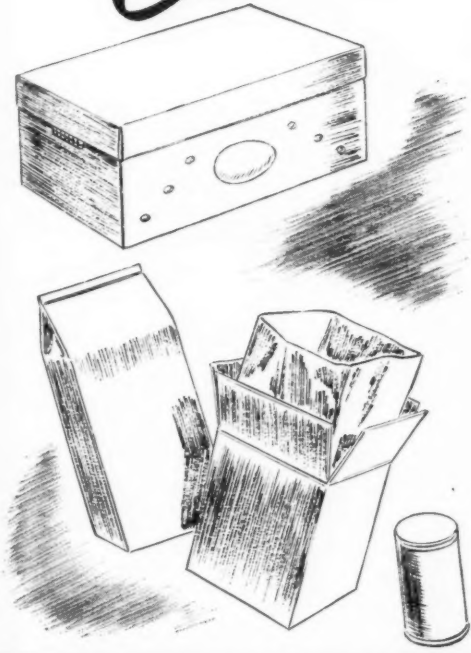
For finest quality and flavor ask for
Armour's Branded Products

Star Ham and Bacon Star Beef, Veal, Lamb
Star Sausages Star Canned Meats
Cloverbloom Poultry and Dairy Products

SALES MANAGEMENT



PAPER fights the *Civilian's Battle,* too



While making many vital contributions to every war front, Champion also renders the best possible wartime service to civilians at work and in their homes. Paper has stepped into numerous emergency situations created by war's increased demands upon other, scarcer materials. It protects food, medicine, and milk; packages cosmetics and other goods; blacks out windows; makes war bonds and ration stamps. In war as in peace, all the skill, facilities and resources of Champion are dedicated to the service of all America.



THE CHAMPION PAPER AND FIBRE CO., Hamilton, Ohio

MILLS AT HAMILTON, OHIO . . . CANTON, N. C. . . . HOUSTON, TEXAS

*Manufacturers of Advertisers' and Publishers' Coated and Uncoated Papers, Cardboards, Bonds, Envelope
and Tablet Writing . . . 2,000,000 Pounds a Day*

DISTRICT SALES OFFICES

NEW YORK • CHICAGO • PHILADELPHIA • CLEVELAND • BOSTON • ST. LOUIS • CINCINNATI • ATLANTA

Other wartime themes were given feature space in the poster advertising program carried on for Armour's shortening, Vegetole. This program, limited to southern states, was approximately 2,500 boards.

Unusual among these was the June poster featuring the need for recruits for the U. S. Crop Corps. Arrangements were made to add a localized message, supplied by the county agent, to be added to each poster, which would tell the specific needs of each community for volunteer agricultural workers.

Folders describing the plan were printed for distribution through the county agents, poster plant operators and members of the Armour field organization.

How the Plan Worked

Here, quoting the folder, is how it worked:

1. Armour and Co. is providing 2,500 beautiful 24-sheet posters featuring the U. S. Crop Corps in cities, towns and villages through the South during the entire month of June.

2. Poster plant operators contact the County Agricultural Agent in every county where these posters are located, and cooperate with him in preparing a suitable message to aid in recruiting workers needed in their respective communities.

3. A panel 2 feet high by 4 feet long, bearing a local message, is prepared and placed in the lower left-hand corner of every 24-sheet poster.

4. Armour and Co. stands the entire expense for all poster space, plus the cost of printing local messages.

Typical among the many local messages suggested were these:

**COTTON PICKERS NEEDED JULY 15
REGISTER NOW . . . SEE
JOHN JONES, COUNTY AGENT,
COURT HOUSE.**

**WANTED NOW! 200 FARM LABORERS
APPLY TODAY
JOHN JONES, COUNTY AGENT,
COURT HOUSE.**

Saturday Evening Post, *Collier's* and *Life* each carried a full-color page of newsy, informative advertising in May, which told the story of feeding the boys on the active fronts with a plentiful supply of meats. Nine meat meals were pictured. These were: steak, pot roast, hamburgers, overseas ham, overseas bacon, sausage, pork luncheon meat, Vienna sausage and corned beef hash. The advertising carried three illuminating paragraphs:

"Fresh beef is sent overseas in ships the holds of which are lined with cases of frozen lard to maintain

proper refrigeration. The beef then goes to our Army—the lard to our Allies through Lend-Lease."

"For desert warfare and other fronts where climates are extreme and meats are hard to keep, the U. S. Army Quartermaster Corps uses specially cured meats and many varieties of sausage."

"Even when fighting behind enemy lines, U. S. Soldiers today eat better than in any previous war—thanks to compact canned meats they carry with them. Just a few of the varieties are shown here."

Other pages, showing meats in colors, told "What U. S. Sailors Eat on Board ship," etc. These advertisements had as one motive morale building at home. The hope was that parents and other relatives at home might feel more content with the lot of the boys on the fighting fronts.

Midsummer sees the program turning to sausages. Sausage has long been favored as a summer dish. Saus-

ages, compared to certain other meat items, are reasonably available this year. Pre-cooked, there is practically no waste in sausages. Armour and other packers, will be glad to see us a Nation of sausage eaters during hot weather. It will help to lessen the demand for scarce meats—perhaps.

If we can look for possible long-time benefits in the current meat rationing situation, which is not the least of war's disturbances to domestic lives, Mr. Weber pointed out, we can find one—perhaps a big one. Promotion, like Armour's of less well-known meats, plus, of course, the scarcity of old favorites, undoubtedly will introduce them under favorable auspices to thousands of households that in pre-war years would have no truck with anything but steaks, chops and roasts.

If this is true, it will add richness, variety and more ways of getting good nutrition from daily meals into the American diet.



Canning Film Is Boon to Housewives

MAGAZINES, newspapers, radio stations and other forms of media as well as industries and individual companies are working hard to help win the war by disseminating practical information on wartime problems. They are making friends and building good-will by putting the country's needs first.

In response to a nation-wide need for sound, practical canning information; *Good Housekeeping* magazine has produced and is distributing a film, "Canning the Victory Crop," from which these stills are taken.

The 16 mm. sound picture is in full color. Most of the picture was filmed in the *Good Housekeeping* kitchen. Canning methods approved by the Department of Agriculture are

demonstrated by home economists. Frank Singiser, noted news commentator, does the narration.

Because it is impossible to demonstrate the canning of all fruits and vegetables in a picture of this length, a special booklet called "Canning the Victory Crop" has been prepared for use in conjunction with the film. The booklet includes recipes, time charts and government approved instructions for preparing and canning all kinds of fruits and vegetables.

The film is available without charge to department stores, industrial concerns, women's clubs, canning schools and other organized adult groups.

Write to Donald L. Curtiss, *Good Housekeeping*, 959 Eighth Avenue, New York City, for information.

SALES MANAGEMENT



The B-17 Is Built to Do a Job — and Does It!

The efficient performance of our great Flying Fortress has won the admiration of the entire world. Especially do our enemies respect its death-dealing ability. Its prestige in the air is no accident. It is the result of skillful engineering plus thorough training of the men who operate them. The B-17 has been designed and engineered to do a particular job. It does that job with deadly accuracy. The B-17 hits the target. And when it goes into action it makes news — WAR NEWS!

Today there is nothing more important to thinking San Franciscans than WAR NEWS. That's where The Call-Bulletin takes over the controls.

The Call-Bulletin has been designed and engineered to bring that WAR NEWS — not tomorrow, *but today* — when news happens and *as* news happens.

The Call-Bulletin brings WAR NEWS to thousands of readers, efficiently and accurately. Two of the greatest news gathering agencies in America, the International News Service and Associated Press, bring NEWS from

every battle front. I.N.P. Sound Photos and A.P. Wire-photos flash war PICTURES from every quarter of the globe with the speed of light.

San Franciscans prefer a NEWS newspaper, as shown by the popularity and prestige they give The Call-Bulletin.

Advertisers have shown a high regard for these same San Franciscans by the advertising responsibility they have placed on The Call-Bulletin.

The reason is simple. The Call-Bulletin has been built to do a job and does it. It does not scatter its effectiveness. It hits the target with B-17 efficiency in San Francisco, where the greatest Effective Buying Income is concentrated. With San Francisco's increase in population and industry not only tremendous but a permanent development — and The Call-Bulletin circulation greater than ever in the same concentrated area, it means sure "hits" for advertisers.

San Francisco
CALL-BULLETIN

The **NUGGET** Paper  in a **GOLDEN** Market

REPRESENTED NATIONALLY BY PAUL BLOCK and ASSOCIATES

JULY 15, 1943

[29]

More Locker Plants Coming; Industry Sees Huge Post-War Expansion

Expansion of deep freezing, stopped by the war, will now resume under a new grant of metal by WPB. Today, 4,500 locker plants handle nearly a billion pounds of foods yearly, and their use is helping materially to conserve stocks of perishable foods.

UNWILLING to wait until the war is over to get going again, the frozen-food locker industry has stripped off its coat and vest, rolled up its sleeves, and let go with the old one-two. A few weeks ago, though probably you haven't heard a word about it, leaders in that specialized field went to bat in Washington. They gathered a batch of senators, such as Aiken of Vermont, Tobey of New Hampshire, Bushfield of South Dakota, Shipstead of Minnesota, McNary of Oregon, Wherry of Nebraska, Bankhead of Alabama, Miliken of Colorado, and a few others, and started to battle.

They had with them, too, various

officers and members of local bureaus and associations identified with farm interests who carried and presented informative data. A few who wanted lockers and couldn't get them showed up. All set, they went to work on the Government's experts, specialists and theory men who stood in the way.

After getting these mixed up in their testimony no end, they came out of the Senate hearing with the Department of Agriculture and the WPB approval of the establishment of a "metal-bank" allocating a considerable supply of materials for the exclusive use of those who would construct new frozen-food lockers.

The frozen-food movement in re-

cent years has been one of the "growingest" industries in the United States. Starting from scratch along about 1934, a total of 2,838 locker plants had been built by July 1, 1940. Come December 31, 1941, and there were 4,156 of them. In spite of the war, December 31, 1942, found 4,532 in operation. There would have been many more, no doubt, but the Government control system had been socking locker construction between the eyes and it was getting groggy.

Due to the brakes clamped on by the "controllers" in Washington, it began to look as if development had struck a stone wall shortly after the first of the present year. The story of the battle of recent weeks in re lockers wasn't revealed to the public by the Office of War Information which, we take it, was superlatively and superbly busy on other war fronts.

It was estimated back in 1940 that 743,620 families were then eating . . . approximately 2,825,000 mouths . . . out of the 2,838 locker plants in operation in 44 states. (See SM, Dec. 1, 1940, "Frozen Foods for the Farms.") In the next year and a half (see table) the equipment in operation . . . and presumably the number of mouths eating . . . had almost doubled.

It was getting to be a national movement.

The attack on the locker people,



It's here to stay and more! Authorities believe that the wartime curtailment of walk-in refrigerators, such as this one by International Harvester (above), will help to whet the appetites of the farmer and the farmer's wife for this new type of deep-freeze box unit.

Frozen delicacies for dinner . . . a leg of lamb and sausages from Mr. and Mrs. Simpson's 3-year-old hard-freeze home unit (right), Lake County, Ill. One of the first of these units "off the line," this freezer holds 30 gallons of frozen meats, fruits, berries, and vegetables.





"He's been like that ever since he started picking the newspapers with the biggest gains in retail display linage"

Makes sense, doesn't it? The local retailer is right in town, on the spot, in the know. He can pick the paper for tomorrow's advertisement with *yesterday's* sales figures right in front of him.

Which means that the national adviser who picks The Enquirer in Cincinnati is entitled to some back-patting. For The Enquirer's the only newspaper in Cincinnati to show a gain (and a whopping one) in retail display linage, last year. It has the lowest 5000 line milline rate, by the way—which entitles you to another pat on the back when you pick The Enquirer in Cincinnati.

RETAIL DISPLAY LINAGE 1942 vs. 1941		
Daily Enquirer	Gained	53,173 lines
Sunday Enquirer	Gained	209,175 lines
Afternoon Paper "A"	Lost	609,108 lines
Afternoon Paper "B"	Lost	425,046 lines
Source: Media Records		



CIRCULATION 1942 vs. 1932			
	1932	1942	% Change
Afternoon Paper "A"	157,307	156,382	— .6%
Afternoon Paper "B"	166,265	154,956	— 6.8%
Daily Enquirer	90,938	131,017	+44.1%
Sunday Enquirer	174,424	217,251	+24.6%

THE SWING IS TO THE CINCINNATI ENQUIRER

Represented by Paul Block and Associates

SAYS GOOD MORNING TO ITS READERS AND GOOD BUSINESS TO ITS ADVERTISERS

aided and abetted by their customers, taken to Washington, was based on information that many compressors were available and unused; that equipment, supplies and materials were available without jeopardy to the war; and that through the stocking of frozen foods put up locally vast amounts of iron and tin which otherwise would go into tin cans could be saved for the war effort.

All Set to Go

With a measure of Victory chalked up, no time has been lost. Already the machinery has been set up for carrying on the program of expansion and for handling the priorities applications which will be necessary. A new organization, the Frozen Food Locker Manufacturers & Suppliers Association, has been formed. This is headed by L. A. DeMore, Dole Refrigerating Co., Chicago, as president.

Restrictions on materials, it is estimated, within the last year have stopped the construction of no fewer than 2,000 locker plants and the average plant provides 338 lockers. The industry now handles nearly 1,000,000,000 pounds of food annually. All this—from a paltry start of 250 plants in 1935!

On top of enriching the diet of the locker patron, this type of food storage permits important savings of strategic packing materials as well as tin plate for canning; also, in considerable measure, it relieves the wartime strain on large-scale commercial packing plants as well as on transportation facilities. More, locker-plant processing of perishable foods in communities where they are produced and consumed will save truck tires the equivalent of hundreds of thousands of miles annually.

Thus by getting the green light now, the locker people claim they are helping rather than retarding the war effort, in spite of the "expert" opposition they have faced from various assorted theorists. Anyone at all familiar with farm practice knows that many millions of dollars' worth of foods are lost on farms every year. There are many reasons for this, mostly unavoidable.

When quickly perishable foods are ripening in flood tide the bottom drops out of the market, and the time comes when they can no longer be shipped at a profit. Help, even in peacetime, is never available to save everything even if profits remained. Facilities, here and there, always break down. America is a land of profusion and every summer sees much waste. Waste in this year of food shortage and Victory Gardens, in spite of every-

thing, is bound to be enormous. Labor for harvesting for the market, for commercial packing, equipment for preservation and transportation, all in shortage, will be only some of the reasons.

What part will the frozen-food lockers be able to play this year? Estimates tell us that at least 10,000 more locker plants than the 4,532 now in existence would be needed to do a complete job. That many, it is presumed, could be operated profitably. But that is only telling a part of the story. There's more, much more, to the picture.

Someone, somewhere, is going to find another real bonanza within the

"... There is nothing automatic or inevitable about (these concepts of our future markets). This is still a competitive world where some businesses prosper while others decline. Courage, imagination and ingenuity plus practical, hard-headed long-range planning may create a volume of business far in excess of that suggested by any reasonable market analysis. Where these qualities are lacking the most accurate appraisal of post-war markets becomes a futile gesture."

From "Markets After the War,"
Produced by the Bureau of Foreign and Domestic Commerce
in collaboration with the Committee for Economic Development.

next few years in the home frozen food field. The thing that is crying for development and expansion is the small hard-freeze unit to be operated right in the home. This unit, probably, will not hold more than 100 pounds or so. This indicates the part it will play:

Farmers living up to 20 miles or more from a locker plant now lease locker space and use it to advantage—but there is still a weak spot. The farmer must drive to town and back to get his food. Quick frozen foods, once they melt, must be consumed speedily. If the farmer can remove his food from his plant locker and place it in his home locker before it thaws, he won't have to go to town oftener than every week or maybe once in a fortnight.

That will save him gasoline and oil, wear and tear on his car, and many hours of time which he could use for other purposes. He will eat better and his overhead for living will be reduced. If he can freeze vegetables and

fruits at home he can transfer them, as he goes back and forth, to the larger locker in town, thus building up his "food bank."

Every one of the millions of farmers who have electricity could and should be a logical buyer; logical because a home hard-freeze unit will pay big dividends on the investment both in money and satisfaction. The writer makes this statement from personal observation. He often visits the farm of a relative in northern Illinois which was equipped with one of the first hard-freeze units to come off the line.

Any day, even in January or February, this household can have fresh peas, strawberries, raspberries, corn, asparagus, lima beans, broccoli and other garden products—and it does. Many of these items actually taste better than they did in the summer right out of the garden. The peas appear greener.

Also this modern household can have steaks, roasts, lamb, veal, spring chicken, fish or oysters, all kept frozen, whenever wanted. Once, on a visit, the writer was served with venison; pheasant was in the box. It all means fine living at low cost on a farm and something that was never even imagined possible before the hard-freeze unit came in, well, along about 1935.

This family, after some years of most satisfactory experience with the home unit, a few months ago rented a larger commercial locker in town, some six miles away, and is using it to "feed" the home freezer continuously. Few farmers who have experienced the advantages of this system ever again can be satisfied without it. More, vitamins are not destroyed by freezing as they are in canning.

A New Market to Capture

All this adds up to why the home deep-freeze unit promises to be a gold mine to the smart manufacturers who will some day capture that market. But who is going to make them? Not entirely, as you may think, the makers of the home refrigerator. Some others will share in the job, perhaps maintain a commanding position in the field.

These, and logically the argument puts forth, are firms such as Liquid Carbonic, Bastian Blessing, Mills Novelty, Frigidaire and Kelvinator who are now making ice-cream boxes for the drug store and fountain trade. The boxes used in grocery stores for the familiar Birdseye frozen foods are ideal for the home—except that they may be a bit large.

The hard-freeze unit must open only from the top. Use a side-door type and the cold air spills out. Cold air is heavy. It won't come up and out

Never Underestimate the Power of a Woman!



FROZEN-FOOD STORAGE LOCKER PLANTS BY STATES

(Average 338 Lockers to the Plant)

State	July 1, 1940	Dec. 31, 1941	Dec. 31, 1942	Increase, 1942 over 1941
Alabama	25	31	39	8
Arizona	1	6	7	1
Arkansas	15	28	29	1
California	52	131	153	22
Colorado	31	58	79	21
Connecticut	1	3	4	1
Delaware	0	1	2	1
Florida	4	5	5	0
Georgia	11	15	19	4
Idaho	76	119	118	-1
Illinois	174	243	283	40
Indiana	59	90	107	17
Iowa	427	464	472	8
Kansas	133	183	227	44
Kentucky	3	14	14	0
Louisiana	4	8	9	1
Maine	1	1	2	1
Maryland	5	7	9	2
Massachusetts	2	2	2	0
Michigan	59	96	117	21
Minnesota	320	400	407	7
Mississippi	20	33	39	6
Missouri	45	93	106	13
Montana	60	76	77	1
Nebraska	174	217	245	28
Nevada	1	2	2	0
New Hampshire	0	0	2	2
New Jersey	4	6	9	3
New Mexico	1	2	2	0
New York	6	18	38	20
North Carolina	4	5	6	1
North Dakota	54	89	95	6
Ohio	59	116	152	36
Oklahoma	80	98	100	2
Oregon	150	289	280	-9
Pennsylvania	33	42	64	22
Rhode Island	0	0	0	0
South Carolina	2	2	2	0
South Dakota	64	114	116	2
Tennessee	27	36	38	2
Texas	100	162	163	1
Utah	14	54	54	0
Vermont	2	2	13	11
Virginia	3	8	10	2
Washington	385	402	404	2
West Virginia	1	1	1	0
Wisconsin	277	350	374	24
Wyoming	19	34	36	2
Totals	2,838	4,156	4,532	376

In addition to the above there are now in operation 206 branch locker plants, smaller units, in 22 states, of which 84 were completed in 1942 in spite of government restrictions on materials.

—Table based on information supplied by *The Locker Patron*.

quickly. Those commercially used fountain boxes will do for the home with little or no change or refinement. Another thing, the manufacturers of commercial boxes maintain service.

Ideal repair service, probably, will consist of simply lifting out the "dead" unit and setting in a new one in case of trouble. Not that failure

comes often. A good freezing unit is about as reliable as any machine today.

Up to the present time the farm states have made the fastest strides in the use of the locker system. Here are figures as proof:

Iowa, 472 locker plants; Minnesota, 407; Illinois, 283; Oregon, 280; Kansas, 227; Texas, 163; California, 153;

Ohio, 152. Even so thinly populated a state as Idaho has 118.

Oddly, some of the so-called "progressive" states in the East have not yet awakened to the value of such food preservation. New York with its 13,000,000 people has only 38 locker plants; Pennsylvania with nearly 10,000,000, only 64; Massachusetts with 4,300,000, only two. New Hampshire and Maine have only two each, and Rhode Island not one.

Much misunderstanding as to the functions and uses of the locker has developed, some of it in high places, as take the OWI radio broadcast which not long ago tried to point the finger on the locker patron and mark him as a hoarder. In this broadcast a slick city boy, Sidney, poked his nose into a farmer's locker and observed:

"Gee, look at all that! Canned vegetables, ham, fruit preserves, matches, butter, condensed milk, ash trays, salt, fish, linen, bedsheets, coffee, sugar."

Such an inventory would put any locker user in stitches, for the simple reason that anyone who would pay for locker space to store any of the above items would be a self-qualified screwball. It isn't done.

We are indebted to *The Locker Patron*, Des Moines, Ia., a monthly business paper published in the interest of the locker industry for the above tragic humor. Reprinting the script, it comments that probably the boys who wrote it "know more about Broadway than they do about Main Street."

A War Economy

It can be admitted, and without apology, that when meat rationing went into effect thousands upon thousands of locker users had their storages well stocked with meats. And why not? They'd been preparing for their future needs in that way all along. It was why they had lockers.

Figure it any way you want to and you can come to only one conclusion: That in the months they are depleting their lockers there will be just so much more meat, proportionally, for the non-locker users. On top of all that, meats are only a comparatively small part of what goes into a locker. Every pound of fruit or vegetables frozen save so much tin or glass, so much buying in the stores.

Key men in the locker industry freely predict that if the Government will only release the materials, that fully 2,000 locker plants which normally should mean around 675,000 lockers, enough to feed well over 3,000,000 persons, will be built at strategic points throughout the Nation and all in jig-time. All the builders ask is the release of the materials and room to swing their arms.

SALES MANAGEMENT

Number 6 in a Series Written by Renowned Authors:

Why I Like to Write for Cosmopolitan

by Rita Weiman

Rita Weiman is a former newspaper reporter who covered many of the headline murder trials and then turned her talents to the broader field of fiction writing. Now the gracious wife of an advertising man, this native Philadelphian lives in a lovely Connecticut home "built by the fountain pen" as she so aptly says.



ANY RELATIONSHIP, business or social, achieves real results only when based on friendship. That is the primary reason why I like to write for Cosmopolitan. The editors are friends. Non-partisan, vital, cooperative partners, who accept only the best you have to give whether you're a famous author with the editorial door flung wide open or a beginner who knocks timidly for a first entrance.



They don't spare themselves, these Cosmopolitan editors, when it comes to stimulating an author to his utmost. You work like mad to meet their high editorial standard because you realize they do not labor under the false impression that you must write down to the public.

"Sophisticated" in the old sense is a snooty word and I hate to use it. But in the modern sense, sophistication has a new meaning. It has a heart. Cosmopolitan dares to publish stories built on the emotional reality of today. The wise, cruel, torn, yet never-before-so-honest world is pictured not only in factual articles but in fiction. You can write about men and women who must sacrifice to live, and you can write without compromising on a romantic end. There are no "Don'ts" when it comes to choice of theme as long as an author handles his story logically and in good taste.

The many fan letters from Cosmopolitan readers prove them to be people who are not only interested but interesting. People you'd like to meet. Readers whose opinions are valuable. The letters that violently disagree with the way you've worked out your plot don't make you tear your hair. Nine out of ten have logical and perfectly plausible reasons for taking issue with you. Their comments, favorable or fighting, are always intelligent.

Why do I like to write for Cosmopolitan? Summed up, I'd say for the same reason I like to read Cosmopolitan. You see, I happen to be an enthusiastic subscriber. And that is not because I am also an enthusiastic contributor. It is because the magazine is a fascinating, courageous, versatile publication of which this month's issue is very apt to prognosticate next month's events in a dramatic ever-changing world.

Newsstand Buyers Spend More Per Issue for Cosmopolitan (at 35¢) than for Any Other A. B. C. Magazine.
June 1943 Newsstand Purchases were \$303,450—an Increase of 62% over June 1942

JULY 15, 1943

[35]

Network Radio Builds Distribution by Selling \$1.80 Item by Mail Order

Sponsorship of "Counterspy" over 65 stations pulls orders from 47 states, opens 140 new jobbing accounts for Melo Crown Stogies.

BY W. J. FRANKSTON

Vice-President, Mail Pouch Tobacco Co.
Wheeling, W. Va.

WHEN you have a network radio show that opens up 140 new jobbing connections throughout the country—and incidentally sells a \$1.80 box of stogies by mail to purchasers in 47 states—well, then I think you can say you really have a *winner*.

An unusual type of "winner" is what we're convinced we have in our "Counterspy" program, broadcast every Monday night over 65 stations of the Blue Network. To date, this advertising has opened 140 new jobbing accounts, which, in turn, have opened a large number of new dealers.

Plan for Quick Distribution

Its merchandising success is unusual, but that's not all. There are other revolutionary things about this program. For instance, after the show had been on the air for some time, we added a station in a large city in which *we had no distribution at the time* for the product we sell over the show—Melo Crown Stogies.

Which brings us to the basic thinking behind our decision to sponsor "Counterspy," back in September of 1942.

We had two good products—Melo Crown Stogies, which have been a favorite smoke for a number of years, and Mail Pouch Chewing Tobacco, which has had great public acceptance since 1879. Naturally, we wanted to increase consumer demand for both products. And in the case of Melo Crown Stogies, we didn't have complete distribution and wanted to get it as quickly as possible.

Our distribution is through jobbers to dealers; we also have our own salesmen who call on jobbers and retail stores.

We felt that a good radio show might be the way to stimulate consumer demand, especially for Melo Crown Stogies and that this consumer demand would in turn *force* the distribution we wanted. If we could prove to a dealer that enough people in his locality had already *ordered*

Melo Crown Stogies, it should be comparatively easy for our salesmen to induce these retailers to stock the product regularly.

This much established, we had the problem of what radio medium could best accomplish this. We have had limited, but successful experience with spot radio; and we felt that radio, if expanded, might be responsible for greater results, so we decided to try network radio.

Next, we knew it was absolutely essential for us to have a *good* network show—one that could do *two* things for us. First, it should attract a large and loyal listening audience so that our advertising messages would be sure to reach a great many people and continue to reach them. Secondly, the show should be of the type that would build good-will for us.

Sales Mount

We investigated and auditioned radio shows, and became convinced that "Counterspy" was the right show for us. It's an exciting show, with a certain week-to-week continuity; it appeals to men, buyers of our products; and equally important, the protagonist of the show continually performs highly useful services to the cause of the United Nations in uncovering and thwarting Axis plots of sabotage.

So, on September 28, 1942, we started sponsorship of this program on 63 Blue Network stations. The show has now been on the air for nearly a year. It has attracted a consistently large audience; people who return each week for the latest exciting exploit, and who bring with them, so to speak, their friends to whom they recommend the show. And we have thousands of letters from these listeners attesting their appreciation for the patriotic service of the program.

The story on the commercial or merchandising end is one of success far beyond expectation. As already suggested, we have used one of the severest tests of consumer reaction to our program, namely, to ask the indi-



W. J. Frankston: He sells stogies, chewing tobacco, and distribution, too.

vidual listener to send us his money order or check for \$1.80 to purchase 50 of our Melo Crown Stogies—that is, if he could not buy them at his local dealer's.

Response has been phenomenal. We've been swamped with orders every week; many have been repeat orders; and we've had them from 47 out of 48 states, and from the District of Columbia and Alaska.

A listener in Sacramento, Calif., writes: "As per your radio broadcast, ship as soon as possible *three* boxes of the cigars you advertise at \$1.80 per box of 50. Please find check covering amount of purchase price."

Certainly it's uncommon for someone simply hearing a radio commercial to part with as much as \$5.40 for merchandise he has never even tried before!

And *just a week later*, the same customer wrote placing an order for three *more* boxes—which he wanted to pass out to his friends!

That's the kind of *repeat sale* operation that warms the heart of any sales manager.

Repeat Orders Still Come In

A listener in Alabama writes: "The Melo Crown Stogies recently ordered from you have been received and have proved satisfactory in every respect. I passed some out to friends who very promptly asked that they be included when making my next order. I am now ordering three boxes, and am enclosing money order in the sum of \$5.40 to cover cost of same."

Again—a repeat order of increased units as the result of a radio commercial, and an appreciation of a quality product.

They Did It With Dimes!



Newspaper boys sell \$76,829,182.30 in War Stamps

SEVENTY-SIX million, eight hundred twenty-nine thousand, one hundred eighty-two dollars and thirty cents (\$76,829,182.30) has been poured into the nation's war chest by the newspaper boys of America up to May 27.

They've done it by selling ten-cent War Savings Stamps . . . 768,291,823 of them . . . to the millions of families to whom they deliver daily newspapers. And they're selling more every day.

They're doing it under the direction of the newspapers they represent and under the sponsorship

of the International Circulation Managers Assn. The patriotic performance of these youngsters is something to inspire and hearten all of us.

It's something to cheer about.

It's something that can happen only in a free America.

It's something that is possible only through the newspaper organizations of the country.

And it's only one of the many major contributions which newspapers are making to the war effort and to American Victory.

International Circulation Managers Assn.

Space courtesy Scripps-Howard Newspapers

And out in Michigan an enthusiast for "Counterspy" writes as follows: "Enclosed find my check for \$1.80; send me 50 Melo Crown Stogies. While I am not a cigar smoker, I plan on getting these stogies for my friends in appreciation of your swell program. 'Counterspy' is without doubt one of the finest programs on the air, if not the best. I cannot tell you how much I enjoy and wait for it."

Selling cigars to a non-smoker . . . isn't that about in a class with merchandising refrigerators to Eskimos!

And here's another statement from

this same listener which is especially gratifying to us—in that we always have deliberately tried to use *understatement* in our advertising. The Michigan man continues: "The fact that you *do not over-advertise* your product makes this wonderful program all the more enjoyable."

One final example—a letter from a smoker in New Jersey: "I would appreciate your sending me another box of your Melo Crown Stogies. The box you sent me two weeks ago has already gone up in smoke, mostly distributed among my many fellow

workers here in our office at Bloomfield, N. J.

"No doubt you will have more customers from these works shortly, everyone is more than satisfied with your quality smoke. I formerly smoked Blank Cigars which stood me a cost of 11c each, and smoking 3 cigars a day was quite an expense, but thanks to your Melo Crown at 4c each and a saving of 21c per day, I can now purchase another \$100 Defense Bond each year."

Incidentally, I make it a point, and I follow this faithfully, to reply *personally* to every letter and order which we receive. The people who write in to us without exception show the utmost loyalty to the program, and also show their good-will toward our products; and I feel that the least I can do is to write them a friendly personal letter, thanking them sincerely for their interest and for their orders.

At the same time, our salesman in the area is sent a copy of this letter. He then calls on the consumer to find out who the dealer is; then the salesman arranges with the dealer for the handling of the merchandise and the dealer then buys from the jobber he prefers in his area. This, of course, is the really important purpose of asking listeners to order cigars from us by mail—where they cannot obtain them from their local cigar store.

Consumer Demand Assured

I said that we added a station in a large city in which, at the time, we had *no* distribution. This was WJZ in New York. While we did not have distribution in the city for Melo Crown Stogies, we did have distribution for them in sections of New Jersey and Pennsylvania—which this station's signal reaches.

Anyway, we felt that if consumers in New York City began ordering \$1.80 boxes of these stogies, we could be pretty sure of securing distribution there. And that's just what we've done! More than that, our strategy has brought about the opening up of 140 additional jobbers throughout the country—who in turn of course have opened up a vast number of new dealers for us.

Naturally, both our own organization, our advertising agency, Walker & Downing, and the Blue Network have cooperated with aggressive promotion to get the utmost sales success from the show. We have told our jobbers and dealers about our operation, and they have put themselves wholeheartedly behind it. After all, if we establish *consumer demand* for them—if we pre-create their customers—they are bound to be happy.

Yes of course Toledo figures are UP!

First 6 months of 1943 over First 6 months of 1942

Industrial Gas Consumption	+18.5%
Electrical Power Production	+16.1%
Bank Debits	+22.3%
Dept. Store Sales (5 months)	+18.0%
No. of factory workers	+23.0%
Carloadings (Outbound Tonnage)	+19.1%

In times like these, a great industrial city like Toledo naturally shows increases in all business indices.

But that's only part of the story . . . for, after all, it is the underlying factors that make Toledo a strong market *under all conditions*.

These include the *diversity of industry* which lends strength and stability to the Toledo market—and the joining together of the wealth of industrial production and the rich values added by the superb agricultural district which comprises the Toledo Trading Area.

Yes . . . Toledo IS a DOUBLE-VALUE market, adding the value of agriculture to the value of industry. And it is a DOUBLE-VALUE market in another sense . . . offering value for immediate sales today and value for the post-war years of tomorrow!

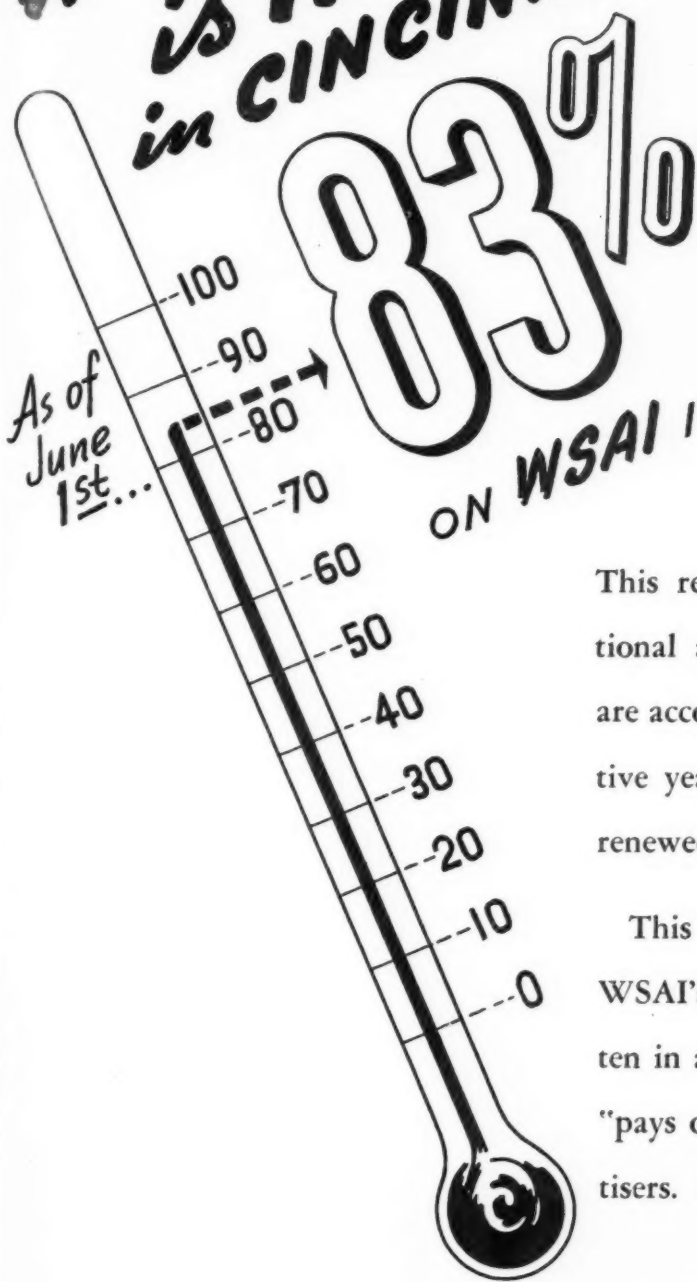


TOLEDO BLADE

One of America's Great Newspapers

REPRESENTED BY PAUL BLOCK AND ASSOCIATES

**WSAI
is HOT
in CINCINNATI!**



OF LOCAL AND
NATIONAL SPOT BUSINESS

**RENEWAL
BUSINESS**

ON WSAI IS ...

This remarkable WSAI renewal record is exceptional among local Cincinnati Stations. Included are accounts using WSAI as many as seven consecutive years . . . many of these having consistently renewed for 52 weeks at each time of renewal.

This 83% renewal record is proof positive of WSAI's *Extra Power to Sell Goods*. It's proof, written in actual dollars placed on the line, that WSAI "pays out" in actual sales results for WSAI advertisers. It's final proof, that for Greater Cincinnati

Your Wisest "BUY" is . . .

WSAI

5000 WATTS DAY & NIGHT

BASIC BLUE NETWORK

NAT'L REPS. SPOT SALES, INC., NEW YORK, CHICAGO, SAN FRANCISCO

On the Wartime Sales Front

This Little Dollar and Where It Goes

To help its employees understand and evaluate the new payroll deductions of income taxes, as well as Social Security, War Bonds and other deductions from payroll income, the Nash-Kelvinator Corp., Detroit, Mich., recently has distributed 25,000 copies of a special book entitled "Your Hidden Treasure."

The 31-page book explains in detail the investment aspects and value to the worker of each paycheck deduction other than straight taxes. In the latter case it also dramatizes pictorially the fact that part of their taxes and War Bonds are going to buy the very products such as air craft engines and propellers which Nash-Kelvinator workers are building.

Stating that the deductions will bring valuable benefits in the future, the book takes the worker by a series of simple steps through the labyrinth of facts and statistics which make up the story behind the four major payroll-deduction items—War Bonds, taxes, Social Security and hospitalization and group insurance. The pages are liberally illustrated and contain charts showing how War Bonds appreciate in value, how to determine old age benefits, family benefits and lump-sum payments under Social Security; and what the employee's group insurance means in terms of specific benefits.

To stimulate workers to keep track of the dollars-and-cents breakdown of their paychecks, "Your Hidden Treasure" provides a detailed record in which the worker can keep a running account of all deductions. Space is also provided for entering the amount of his check and his total earnings. The employee's name, Social Security number, and his 1943 payroll record for the period from the beginning of the year to the date when he gets the copy of the book is entered in advance by the company, thus giving the worker an up-to-date record when he receives the book. He is urged to make the proper entries every time he gets a paycheck so that he will know at all times what his payroll record is.

George W. Mason, president, in explaining the purpose of the book, states:

"The thinking behind the book is that too few workers today know more than a few sketchy facts about what they are paying for through payroll deductions taken out of their paychecks. From 15 to 20%, even before income tax deductions, is sliced off the average worker's paycheck each week, yet little effort has been made to explain to workers what they are getting for their money."

Riverside and Dan River Cotton Mills, Inc., Danville, Va., one of the country's large textile mills, have prepared a booklet on "How to Take Care of Your Clothes," as a contribution to the Nation's over-all program of taking care of what we have and buying wisely.

The Ten O'Clock Scholar

Shortages of sleeping equipment, alarm clocks, breakfast utensils and other scarce houseware and furnishings are partly responsible for tardiness and absenteeism in war plants, according to buyers from defense factory areas who

attended the International Home Furnishings market in Chicago.

Just think of the poor worker's life today, the buyers reported. First he has to spring out of a springless bed to the shrill notes of an alarm clock without an alarm, if he's lucky enough to have a clock at all. Out he bounces to the kitchen, where he is suddenly overwhelmed by the awe-inspiring job of making toast and coffee, without a toaster or percolator. Overwhelmed by the early morning hurdles, he springs back into his springless bed—and thus absenteeism is born.

John C. Goodall, general manager of Chicago's Merchandise Mart, explains that there are now about 150 items in the houseware group which show signs of falling below consumers' minimum requirements. These include coffee percolators, kettles, roasters, pots, pans, pails, brooms, skillets and canning equipment.

Zenith Radio Corp., Chicago, Ill., has prepared a special "Radio in War" promotion for its dealers' windows. The promotion consists of five full-color posters, streamers, and a window card, all of which depict radio's part in the war.

Thinking of Tomorrow

Watch the plans of the Greyhound Bus Lines for the establishment of a nation-wide system of helicopter aerial busses. Howard E. Blood, president of the Norge-Division of Borg-Warner Corp., is announcing that his company's Detroit plants are starting production of important parts for the helicopter, states that he believes that the plan is most practical, and that this will prove to be just one phase of the many demands for helicopters in post-war living. Norge believes that this is one wartime product which will have a tremendous peacetime use, and will be included in the company's peacetime products.

As the first step toward preparation for increased worldwide operation, Sylvania Electric Products, Inc., has formed an International Division. Walter A. Coogan is the director. As a part of its expanded activities, the International Division will include the operations formerly carried on by the Foreign Sales Department. With a substantial increase in personnel, the company is planning a much wider scope of operations, including engineering counsel and more frequent and personal contact with the market in each country. The new division also will gear its activities to the coming age of electronics.

Heating experts predict that smokeless stoves, panel heating (warming of rooms through the walls), low-cost air conditioning, and ash-removing stokers will be part of the post-war home. The heating and ventilating industry has been carrying on considerable research and experimentation in an effort to keep heating and ventilation apace with other improvements in home design. The smokeless stove was described in detail at the recent meeting of the American Society of Heating and Ventilating Engineers by Prof. Julian R. Fellows of the University of Illinois. The smokeless stove consists of a closed hopper into which is poured a large quantity of coal. From the hopper it is fed by gravity, as needed, to the stove. Feed and fire are so arranged that the fuel is completely burned, producing no smoke.



one-third of a postage stamp

ALL YOU NEED to demonstrate the economy of radio as an advertising medium is a three-cent postage stamp. Simply tear it in thirds and contemplate the piece that falls to your desk.

That scrap represents one penny. Do you realize how few pennies it takes to reach people through network radio?

For 25 pennies, your message could be heard in more than 1,000 homes during an evening half-

hour on Mutual. The 209-station Mutual Network serves 83% of all U. S. radio families with regular, primary coverage—25,400,000 homes at a net cost of \$6,284 per evening half-hour. There's the *potential* economy of Mutual in terms of your penny.

As for *actual* audiences delivered by Mutual, one client reports that he reaches listeners with a half-hour program one night a week at the rate of 195 pennies per 1,000 families. And another sponsor, with a quarter-hour three evenings a week, tells us his costs average only 112 pennies per 1,000 homes!

★ ★ ★

Now suppose you reassemble that postage stamp and write us a note. We'll be glad to tell you how much your pennies can produce on this network.

Plain Talk to Business Men About Their Press & Radio Contacts

Industry is consistently muffing two of its best public relations opportunities: It isn't voluble enough in its dealings with the public and employees, and it hasn't a sound policy for working with the two biggest agencies for the dissemination of information.

Based on an interview with

JAMES W. IRWIN

*Chief Labor Officer and Assistant to the President
Monsanto Chemical Co.
St. Louis, Mo.*

ONE day recently James W. Irwin spoke on the subject of public relations before a large group of midwestern manufacturers. Because Mr. Irwin told his story straight from the shoulder, pulling no punches; in fact, taking off some patches of hide and hair, a writer for SM sat down with him afterward and talked it over.

"Leaders of industry should admit, right at the start, that they have done a miserable job of selling their philosophies to the public in competition with labor agitators, government bureaucrats and the dreamy 'do-gooders' who, without ever having met a payroll and without ever having sweated over management problems, have far too many people thinking that business leaders are exploiters, chiselers and profiteers," maintains Mr. Irwin.

Business Must Fight Back

"That is because business and industry have been panned hourly for years and haven't been interested enough to really fight back with the technique brought to bear against them; namely, kicking them in the teeth and calling them liars when they spread lies about them and all the industry of which they are a part. This has become a fast-moving world, a world in which the devil takes the hindmost.

"Most public relations problems go right back to the lack of a proper attitude of responsibility by top management, or to industrial relations, customer relations, stockholder relations or government relations. If you deal fairly with each and all of these four groups, you don't have to solve problems. But you must carry your story in every way you can to these groups, because then you will have



James W. Irwin was born July 4, 1902, at Portage, Wis., and reared in Madison.

He became a newspaper reporter in 1921, and within two and one-half years was managing editor of the Wisconsin *State Journal*. Later he was city editor of the *Chicago Herald and Examiner*; assistant managing editor of the *Denver Post*.

Mr. Irwin left newspaper work in 1931 to join the public relations department of General Motors Corp., becoming director of public and employee relations of six of General Motors' major divisions, with headquarters in Dayton, O.

Five years ago Mr. Irwin went to Monsanto Chemical Co. as assistant to the president. In addition to his other duties, he is in charge of Monsanto's industrial and public relations activities.

Throughout 1941 and 1942 Mr. Irwin was a dollar-a-year consultant on industrial relations to the United States Navy. He is one of the four men responsible for the Navy Incentive Program, now symbolized by the Army-Navy "E." He is on the advisory committees for both industrial relations and public relations of the National Association of Manufacturers.

told your story to the entire public.

"Remember always that it is difficult to sell screwball ideas to an informed public, or libelous misstatements about you and your company if the public knows the facts."

Digging back into twenty-two years of activity as a newspaper man, a public relations man and an industrial relations man, Mr. Irwin said he had reached one strong conclusion. This is, he emphasized, the firm belief that industrial managers have manhandled one of the most important phases of their job.

"I am convinced," he contended, "that if they had been more voluble in their relationships with their employees and the public, and more considerate and frank with the two great agencies for the dissemination of information—the press and the radio—they would not now be squirming under bureaucratic dictatorship and trying to wriggle loose as long-haired boys and short-haired girls tighten the noose of dictatorship around their necks.

It's Up to Top Management

"The solution rests with top management. Top management must take into its inner councils a qualified senior officer who can guide and advise in all matters involving public or labor relations. Top management must give him authority to act, and must not allow the power of veto over his acts to remain in the hands of operating or sales executives. He should be judged on whether he is right more often than wrong. His batting average, if he has been carefully selected, will be just as good, if not better, than that of those who attempt to subordinate his efforts.

"One thing I have never been able to understand in the operation of American industry, and I have studied it diligently, is why corporation heads who promote a man from sales manager, or production manager, or research director, to a general manager-ship or vice-presidency, regard him immediately as an expert, not only in his basic field, but all others, including finance, industrial and public relations, and so on.

"It seems to be the belief of a salesman who suddenly becomes an assistant sales manager that he is an expert in advertising and all its complicated phases, and that therefore he

SALES MANAGEMENT

GOOD WILL LIVES ON~

but it must be fed...



● People are naturally loyal. They remember old familiar faces with warmth. They rejoice in the thought of seeing them again. They want to do business with people they like and they like to buy products they know. People will remember your product as long as you remember it. As long as you keep reminding them that your product is coming back . . . with the boys . . . and Victory. Good will lives as long as it is fed with remembrance. WTAM will help you carry this remembrance to its 1,253,600 families.

*The Cost is only
\$.000073 per
Family*



WTAM
CLEVELAND

NBC NETWORK 50,000 WATTS
OWNED AND OPERATED BY NBC
REPRESENTED NATIONALLY BY NBC SPOT SALES OFFICES

has the right to veto copy or illustration, or, just to show his rank and authority, to indulge in good old comma-chasing.

"Production problems, research problems and marketing problems can be tossed about your conference tables and your staff meetings and decisions arrived at tomorrow, or the next day, or six weeks from now, and not much will be gained or lost. When you come to industrial relations, it is often imperative that you reach your decision today. When it comes to public relations, you may have to reach your decision *this minute*."

"Let's give credit where it is due. Labor leaders have done a magnificent job in the organization and execution of public relations. Of course, a labor leader is not held to accurate statement as is a corporation executive, but I don't know anyone who has followed developments closely who will deny that the labor leader has out-manuevered, out-talked and out-influenced the American industrial executive in getting his story, his philosophy and his work in behalf of his men to the public first and more dramatically and, apparently, with an appearance of greater sincerity."

"Remember that the newspaper and radio men never have any difficulty, at any time of the day or night, in reaching a spokesman for a labor organization or a government bureaucrat. Labor organizations and government agencies have studied the psychology of the press. They know, for example, that if they break something Sunday night at 9 o'clock which is damaging to your interests or derogatory to your reputation, the chances are one hundred to one that you cannot be reached for rebuttal or denial."

Yes, the Press Is Fair

"They know, as they did in a case a year ago in which my own organization was indicted, that if the charge is made at 5:30 P. M., the chances are that no one in authority can be reached until the next morning and that their side alone will be in print and swallowed hook, line and sinker by the public. That's where we fooled them. We answered at 5:55."

Commenting on the general fairness of the press, Mr. Irwin added:

"I have been through strikes, through indictments, through almost everything any industrial executive who has represented two important and worldwide companies can go through, and I can honestly say that neither my companies nor I ever have been seriously misquoted, seriously misinterpreted or attacked on editorial pages—unless we deserved it."

"With very few exceptions, no industrialist ever has been burned, whose hands were clean and whose relations with his employees were sincere—if he made himself available immediately to the press and to the radio and talked with them frankly and factually."

"If they can reach you, or your authorized spokesman immediately for honest, factual information — not dodging or confusing comment—your side will at least be printed, and, in many cases, the information you supply will prompt the editors to subordinate the unfavorable picture painted against you by someone with an axe to grind."

Forget the "Ivory Tower"

"If you refuse to be disturbed at your lunch or if you decline to be routed out of bed to answer a call, remember this: The reporter covering the story will likely add the line that you could not be reached for comment. That might be bad. It might look as though you were hiding out."

Mr. Irwin illustrated his point with this picture:

"The city editor of a newspaper is sitting at his fast-moving desk. A dispatch is handed to him from the telegraph editor. It says that you, president of Suchandsuch Corp. have been accused of violating some act. What happens? A reporter is asked to get you on the 'phone so that you may tell your side of it."

"The reporter gets busy. He does his best to hunt you out. He honestly desires to be fair with you; give you a break. Well, in a few minutes or maybe an hour, the editor gets his report. The reply:

'Can't reach him.'

'Or—

'The damned fool snapped 'no comment' and hung up.'

'Or—

'His secretary stopped me cold. Wouldn't let me see him.'

"What do you think the city editor, who is human, will do? Likely he'll say:

'Why, that capitalistic so-and-so! Let it run without any comment.'

"Follow through with the natural run of events and the next day, likely, at your club, you'll tell some manufacturing buddy that the press is 'biased and unfriendly,'" observed Mr. Irwin. "Remember, if you don't answer an attack right now the chances are you will never catch up with the story."

"Newspaper editors and newspaper reporters are inherently fair," he said. "and in ninety-nine out of a hundred cases they'll give you a chance to

speak your piece. They strive hard for accuracy. Newspaper workers are trained to get the facts."

"Incidents like those I have outlined above are not even rare. They occur so frequently that it is no wonder that many hardworking writers feel an antagonism and distrust for industrial executives. So let's look at another picture:

"When a newspaper man does run across an industrialist who makes himself available when he is in the news, whether it is favorable or otherwise, and who will talk frankly, putting all his cards on the table, he is so overcome with respect for the gentleman that he can't help but treat him fairly even though he may not agree with him."

"Newspaper men are human, in spite of rumors and motion pictures. I know hundreds of them just as I know hundreds of men in the industrial field. I'd say that the percentage of drunks is about the same in both fields. Don't think that you can curry favor with the press by setting up a bar and telling the boys to go to it."

"You wouldn't sell out your company for a bottle of liquor and neither would any newspaper man I know. Don't forget that they are members of your community and just as interested in its welfare as you are. They may gripe about their treatment by their employers, but they don't mean it. Let anyone criticize their management or their boss—and see them go into action. They'll fight for their boss at the drop of the hat; just as I know your employees would fight for you if you took them into your confidence and let them know what was going on and the reasons why."

Industrialists Are Learning

"It is possible that many industrialists who have held the press and radio suspect in their attitude toward community problems have, through their chairmanships or other activities in behalf of war loans, war chests, the Red Cross, and so on, come to have a new appreciation of the power of the press and radio in helping them attain goals."

"They know that the press and radio basically are cooperative and that they are interested in anything that helps the American way of life. Perhaps one of the most beneficial by-products of the war will be that management will carry this appreciation of the press and radio into business in greater measure than ever before."

Mr. Irwin, however, sees many other tools which can be used to improve public and employee relations. He points to the plant newspaper,

Judge Drumwagon
explains the
meaning of—



PRESTIGE

●● PRESTIGE is all too often confused with Vanity. Just because a message is printed on heavy, glossy paper with all the fineness of an engraver's proof—it does not mean that the author necessarily gains one grain of PRESTIGE.

For PRESTIGE is the force derived from acknowledged *character, reputation* and *background*.

Let me illustrate—



Beau Brummel, famous for the perfection of his dress and manner, was lacking, nay totally barren, of the power to give a farthing's worth of PRESTIGE to anybody through his presence or acquaintanceship.



Lincoln, on the other hand, with pants unpressed and cravat askew, radiated a force derived from character that enveloped and gave weight to those who had the privilege of calling him friend.

It is the subscribers' recognition of the qualities of The United States News that gives to its advertising pages PRESTIGE—that and no other thing.●●

..●● Earmark your advertising budget to include a cycle of pages to run regularly in The United States News. ●●



Daniel W. Ashley, Vice-President in charge of Advertising

THE ONLY WEEKLY NEWSMAGAZINE DEVOTED ENTIRELY TO NEWS OF NATIONAL AFFAIRS

JULY 15, 1943

[45]

safety meetings and mass meetings for employees. "When you are in trouble," he argues, "tell your troubles to your workers. Do it quickly. They'll defend you to their friends and neighbors."

"In every community there are people who can be classed as molders of public opinion. Among them is the professional group—doctors, medical and dental, lawyers and pastors, business men, school teachers and school principals, city, county and state officials. Get them to visit your plants, war restrictions permitting.

"You can do a bit of good for yourself, and your industry, if you will attend and be a part of lunch clubs, women's clubs, churches, men's clubs and other groups. Don't be afraid to discuss current subjects with them.

"If anyone, even a government official, is unjust or unfair, poke back at him. Don't take it lying down. If a labor leader accuses you of exploiting your workmen, and you haven't been doing it, or otherwise tries to inflame your employees, give him battle and label him for what he is.

"Be sure that you do not have anything in your policies and set-up, in your relations with your employees, your community and your government of which you are ashamed. Be sure you are right. Then, when challenged, fight.

Drive, Drive Your Ideas

"Let's keep hammering away in our speeches, in our advertising, in our conventions, in our movies, in our press releases and by every known source of reaching the public," urged Mr. Irwin, "forever driving home this slogan: *'For the duration only!'*"

"Whenever we have occasion to refer to present restrictions, let's drive that idea home. Do it whether it reflects your labor relations, your general operation or any other phase of your activities.

"There will be all manner of reasoning advanced at the conclusion of the war to prove that these restrictions should continue, so that our bureaucrats will have opportunity to rebuild the world. We must watch this trend. If we don't, this country may be torn down rather than built up.

"Let us organize. Let's adopt the tactics that the bureaucrats and the labor leaders have used. Let's be outspoken. Let's fight. For a change let us do some slugging and get in some of the first blows.

"If you do not appreciate the full value of public relations, he added, just check back in your thinking to the magic accomplished by the *best public relations man the world has ever known . . .* the President of the United States."

Californian Organizes Post-Card Drive to Counter Dry Propaganda

NOT a day passes but hundreds of letters and postal cards are received at the White House, urging a holiday on liquor for the duration.

Through long experience, prohibition organizers have learned to keep their cause constantly before Washington, in the form of letters from citizens.

In San Diego, Calif., last winter, Leslie Sears, Bohemian Distributing Co., reflected that this show of dry hands was something with which the brewing industry had to deal on the spot, in Washington, and that the liquor interests had nothing that compared with it to express the opinion of those opposed to prohibition.

Wets Want to Be Heard

Mr. Sears decided to see if something along the same line could be developed for the wet side, and with his own money he started a modest postal card campaign which seems to be gaining momentum. At least, every California liquor organization that hears about it falls immediately in line, and the idea gives promise of winning over national liquor interests.

Washington pays a great deal of attention to the individual voter who takes the trouble to write and state his view on pending legislation. Even if the letters, postals and telegrams are spurred by an organization, such opinions show how the citizen will vote.

Mr. Sears started out with the purpose of stimulating "antis" to write. It had to be made easy for them, and they needed prodding.

He began with the liquor retailers in his own town, explaining his idea, and giving them as many postal cards as they would undertake to have signed and mailed by their customers.

The prohibitionists have a clear objective: to urge a liquor holiday during the war, on the ground that all manufacturing facilities are needed for war. Nothing is said about prohibition, nothing about the evils of booze.

Mr. Sears maintains that there is a majority of people in this country who want to take a drink when they feel like it, and that their views, if expressed, would carry weight in Washington.

The retail liquor dealer's customers are invited, by him, to cast their "votes" in this controversy. The objective is just as clear-cut as is the objective of the dries: to oppose a

holiday on liquor, and to urge that there be a distillers' holiday, during which at least 10% of capacity can be earmarked for making beverage liquor.

The retailer and his customers are both writing, not only to Washington, but to governors as well. Furthermore, the dealer writes to his suppliers, the brewers, distillers and vintners, suggesting that they get behind the campaign, and supply the postals.

Dry organizations not only stimulate their members and friends to write, but they urge them to write at least four times a year. "Les" Sears proposes to build a wet organization that will repeat, and to get out before elections, and see that voters who are likely to favor this cause take the trouble to register, and go to the polls to support legislators who support them. Also, it carries weight with legislators when the citizen who writes to them is a registered voter, so to his signature he will add his precinct number.

The growing shortage of distilled liquor is something which every patron of the retailer understands. It gives him an incentive to express his opinion. In California, many service men, voters in other states, have shown eagerness to sign and to mail postal cards.

Dealers Distribute Cards

Surprisingly economical, this direct mail campaign calls for no fund-raising, or expensive central organization. As the brewer, distiller and vintner understand it, they have postal cards printed or mimeographed for their retailers and jobbers. Each manufacturer pays for the postal cards, and there is only the slight expense of distributing them to dealers, who do the rest—when fully aroused to the importance of the campaign.

In California, the average retailer undertakes to get 100 customers enlisted, helps to address the cards to the right congressman and senator, and adds the precinct numbers. With between 7,000 and 8,000 liquor retailers in California alone, on that basis, it is possible to start 700,000 to 800,000 communications. The cost per "inquiry" probably is not more than a couple of pennies.

It's the determination to let Washington know where the industry stands, not money, that makes this mare go!

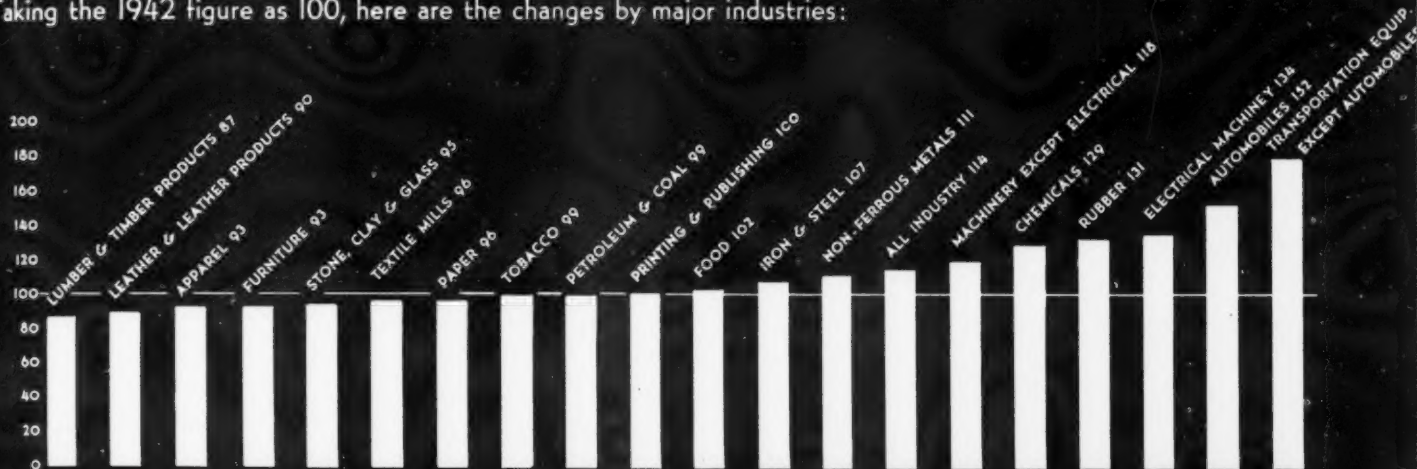
Marketing

PICTOGRAPHS

Planned by Philip Salisbury,
Executive Editor, and designed
by The Chartmakers, Inc.

WAGE EARNER CHANGES BY INDUSTRIES AND STATES

From April 1942 to April, 1943 there was an increase of 14% in the number employed in manufacturing industries. Taking the 1942 figure as 100, here are the changes by major industries:



STATE CHANGES IN MANUFACTURING EMPLOYMENT

Employees in manufacturing establishments March, 1943, as compared with March, 1942 (100):



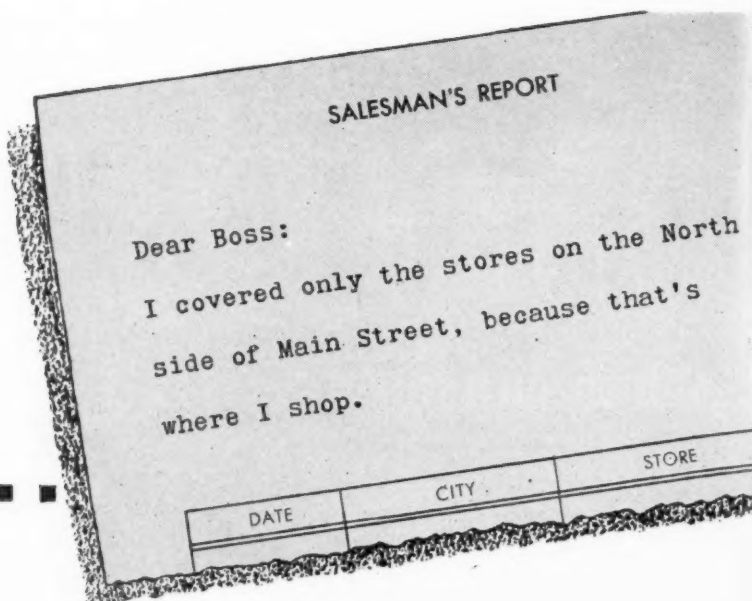
LEGEND
 UNDER 100
 100-109
 110-124
 125 AND OVER

PICTOGRAPH BY
Salisbury Management
 7-15-43

SOURCE: Bureau of Labor Statistics 16-9-43



Suppose you got this sales report...



You'd be hopping mad wouldn't you? You'd call the salesman into your office and give him just enough time to grab his hat and be off and out of your sight forever, or you'd lose your own job.

When you advertise in only one type of media you are reaching just one group of people. You're doing just what the salesman did — missing a lot

of sales. You have to cover both sides of a street *equally* to do a thorough selling job.

To reach people in the middle-income market it is necessary to advertise in the magazines they read. Every month over 5,700,000 middle-income wage earners read Modern Magazines. *Are you passing up these important people?*

MODERN MAGAZINES

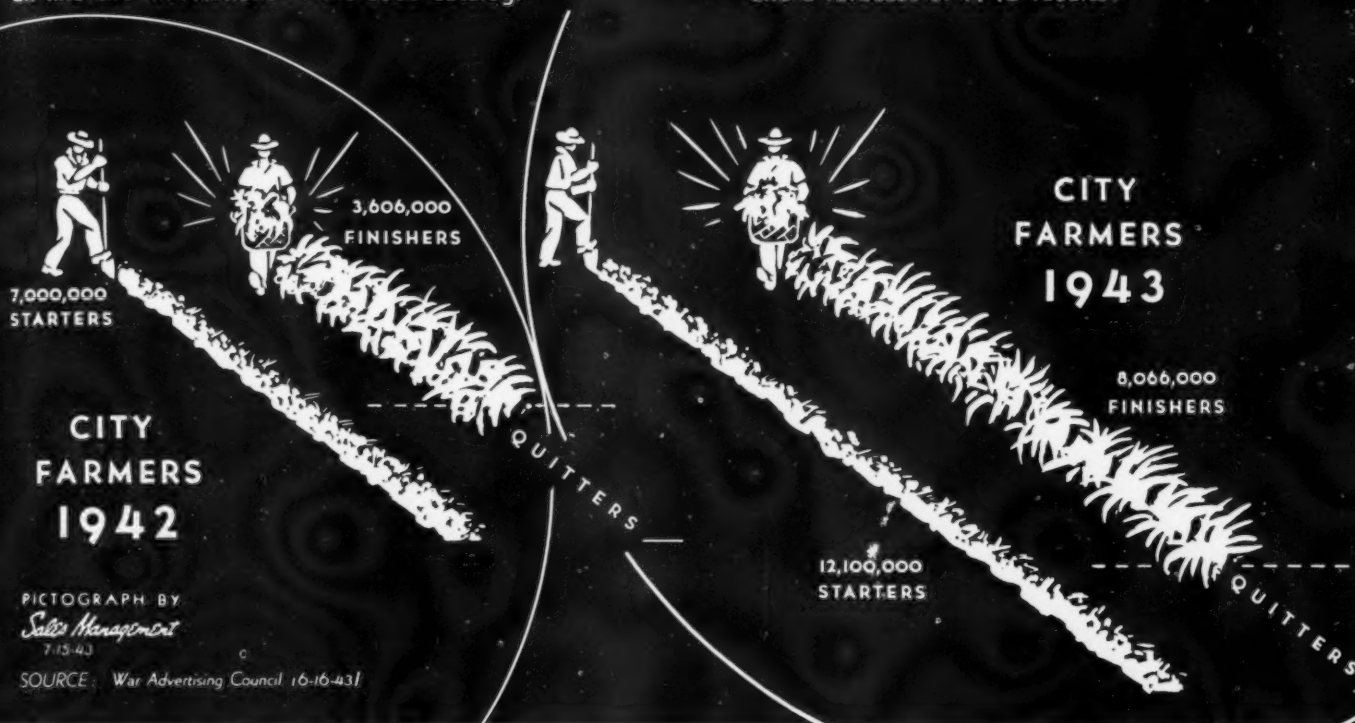
Modern Screen • Screen Romances • Modern Romances

PUBLISHED BY DELL PUBLISHING CO. INC., 149 MADISON AVE., NEW YORK 16, N. Y.

OUR BRAVE VICTORY GARDENERS

Now's the time when city Victory gardeners are put to the supreme test. Bugs and beetles and other crawling, sucking, chewing insects are rampant; weeds flourish; water is needed; none of the vegetables seems to look at all like the illustrations in the seed catalog.

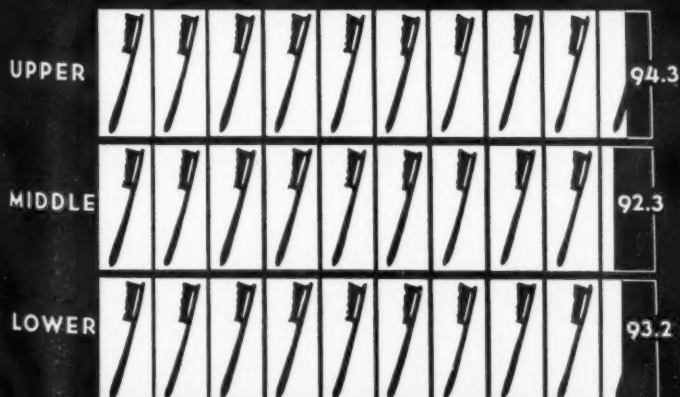
Last year nearly half of 7,000,000 city families failed to harvest any crops from the gardens they started, but most of them learned something from their sad experience. Here's a picture of last year's city farmers, and a forecast of 1943 results:



WE'RE BRUSHING OUR TEETH MORE

Until recently there has been a myth that more than a third of the American adults never brush their teeth. This has been exploded by information gathered by the A. C. Nielsen Company and the Psychological Corporation for the Toilet Goods Association.

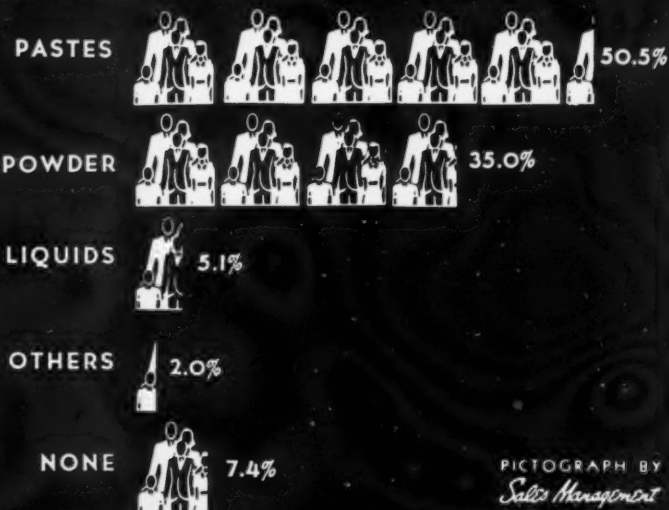
A survey of representative urban, suburban and rural homes shows that tooth brushes are used by the following percentage of American homes:



SOURCE: Toilet Goods Association

Pastes continue most popular, but tube trouble is causing greater gains in powders and liquids. Nielsen figures show a January-February gain of 5% for paste over the same months last year, and 38% for powder.

As of February, 1943, here are family percentages:



PICTOGRAPH BY
Sales Management
7-15-43



Taking the Guesswork out of Wartime Advertising

WANT to build an industrial campaign that will pull immediate response from men too busy to bother about anything but their jobs?

Want to teach them how to conserve critical materials? How to maintain life of essential equipment? How and where to use substitute materials? How to train new or old workers in new methods? Want to break ground for post-war acceptance of new products?

Let the "Industrial-Information-Please Experts" show you.

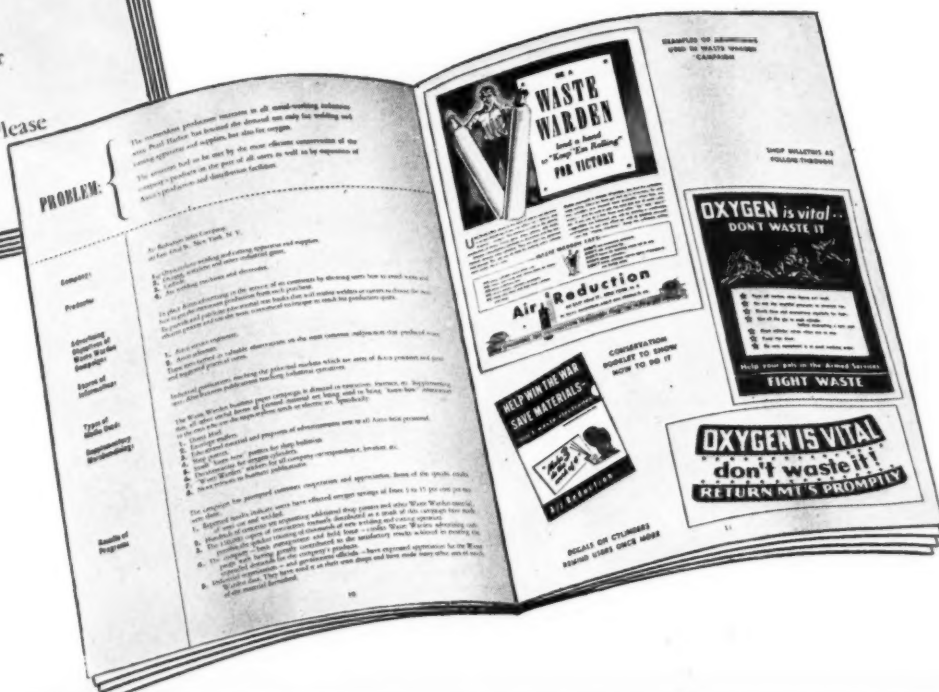
Advertising space is too precious these days for experiments. That's why we have collected outstanding examples of successful wartime campaigns in a free booklet, "The Advertising Manager on Industrial-Information-Please," so that you can see exactly how other industrial advertisers get results.

"The Advertising Manager on Industrial-Information-Please" is not a textbook on advertising methods. It pictures actual campaigns that you have seen in industrial papers—campaigns that are making advertising history—and gives the pertinent facts regarding them in terms of

**Problems
Advertising Objectives
Sources of Information
Types of Media Used
Results**



**SEND FOR
YOUR
FREE COPY**



It will suggest new ways of keying advertising to the information-needs of your customers. For instance—

The way one manufacturer is teaching users how to avoid waste and obtain the maximum production from each purchase.

The way another is selling the economic necessity of the wholesaler in war economy, and protecting company's position in the post-war period.

The way a third is using advertising to spread helpful data on operation and maintenance of equipment.

These are just three of the campaigns analyzed in the free booklet; in each case, actual advertisements are reproduced, *plus* the story behind them. Not guess-work, but concrete examples that will show you how to get maximum results from *your* wartime advertising.



For more detailed information on individual campaigns, we suggest that you also send for the Case Studies listed in the coupon below.

These Case Studies have been compiled with the co-

operation of executives of companies that have converted their advertising to a war basis—they illustrate and discuss complete promotion programs, including catalogs, booklets, manuals, data sheets and all the other action-getting devices developed by these nationally-known concerns.

To enable you to dig more deeply into the subject, we offer two additional free booklets in the coupon:

FOR TOP EXECUTIVES

"The Top Executive Goes to War" analyzes advertising from the standpoint of broad company policy.

FOR SALES MANAGERS

"The Sales Manager Faces the Minus Quota" summarizes methods of using advertising to help hold the good will of customers and keep salesmen on their toes in spite of priorities and allocations.

All this material comes to you as part of the McGraw-Hill services—to promote a better understanding of the vital part industrial advertising plays in the war effort and in building post-war markets. For industrial publications are the direct means of communication between the manufacturer and the more than 1,500,000 executives, designers and production men who give America her supremacy in technical "know how."

McGRAW-HILL

NETWORK OF INDUSTRIAL COMMUNICATION

Research Dept., McGRAW-HILL Publishing Company, Inc., 330 West 42 St., New York (18), N. Y.

Please send the following material on how to make Industrial Advertising do a bigger job:

POLICY ANALYSES:

- ☐ The Advertising Manager on "Industrial-Information-Please"
- ☐ The Top Executive Goes to War
- ☐ The Sales Manager Faces the Minus Quota

CASE STUDIES:

- ☐ Westinghouse Electric & Manufacturing Co.
- ☐ Aluminum Company of America
- ☐ Henry Disston & Sons, Inc.
- ☐ E. F. Houghton Company
- ☐ Continental Can Company
- ☐ John A. Roebling's Sons Company
- ☐ Metal & Thermit Corporation
- ☐ Plymouth Cordage Company
- ☐ Gilmer Belting Company
- ☐ Air Reduction Sales Company
- ☐ Manhattan Rubber Mfg. Div. of Raybestos-Manhattan, Inc.

NAME _____

TITLE _____

COMPANY _____

ADDRESS _____

PLANE PRODUCTION vs. AUTOMOBILES

Figures just released by the O. W. I. reveal the astronomical leap in the total production of cargo and combat planes since 1938.



The estimated 1943 total will be a fourth of the war budget for the year, and about a seventh of the total national income.

Automobile production, which has so profoundly influenced our national life—its industrial technology and marketing practices—reached an all-time peak in 1941 with a production value of \$3,700,000,000.

Post-war flights between Washington, D. C., and other major cities will be possible on the following schedules:



50 MILLIONS FOR HOUSE MAGAZINES

A thriving division of the publishing industry gives away its product and refuses advertising: it is the business of telling the country's industrial workers about the companies they work for, and the men and women they work with.

The house publications range from mimeographed sheets to "slicks" like the G. M. Folks, with 400,000 circulation. Major problem with industrial workers: to prove that the magazines are edited in the interests of workers as well as management.

Changes in the last twenty years:

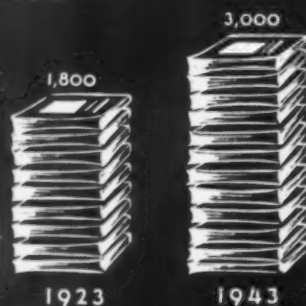
NUMBER OF PUBLICATIONS

NUMBER OF READERS

COST

SOURCE: 1943 Estimates by The Wall Street Journal
1923 Estimates by SALES MANAGEMENT

PICTOGRAPH BY
Sales Management
7-15-43



Advertising the Achievements of Free Enterprise

The objectives and achievements of Free Enterprise patriotically at work in a war economy are different than in peacetime . . . but no less important.

If it was essential that the people should know through advertising what Industry was producing before war struck it is equally important that they should be advised of the magnificent achievements of Free Enterprise in the war years.

Because the Chicago Herald-American believes this, it has been publishing a series of full-page announcements calling readers' attention to the part Industry is playing in the war.

Though the Herald-American will continue to inform its readers in advertisements and in editorial space, Industry speaking for itself through the columns of this newspaper will reach the most important segment of Chicago's population.

Built by Chicago Banks

Modern war is more than men at the front. It is vast industry at home working night and day, forging the intricate tools of war. These tools cost money. Industry must be financed. This is where the banks come in.

Chicago's banks of today are girded for war. They finance big and little business engaged in producing the weapons of war. They furnish the dollars to build and equip great and small war plants throughout the Middle West.

They finance America's bread-basket, growing the food without which victory would be impossible.

Located at the transportation center of the nation, they supply funds to keep the freight cars and the trucks rolling.

These are the same banks that built the city to its present greatness and helped develop Chicago's vast hinterland.

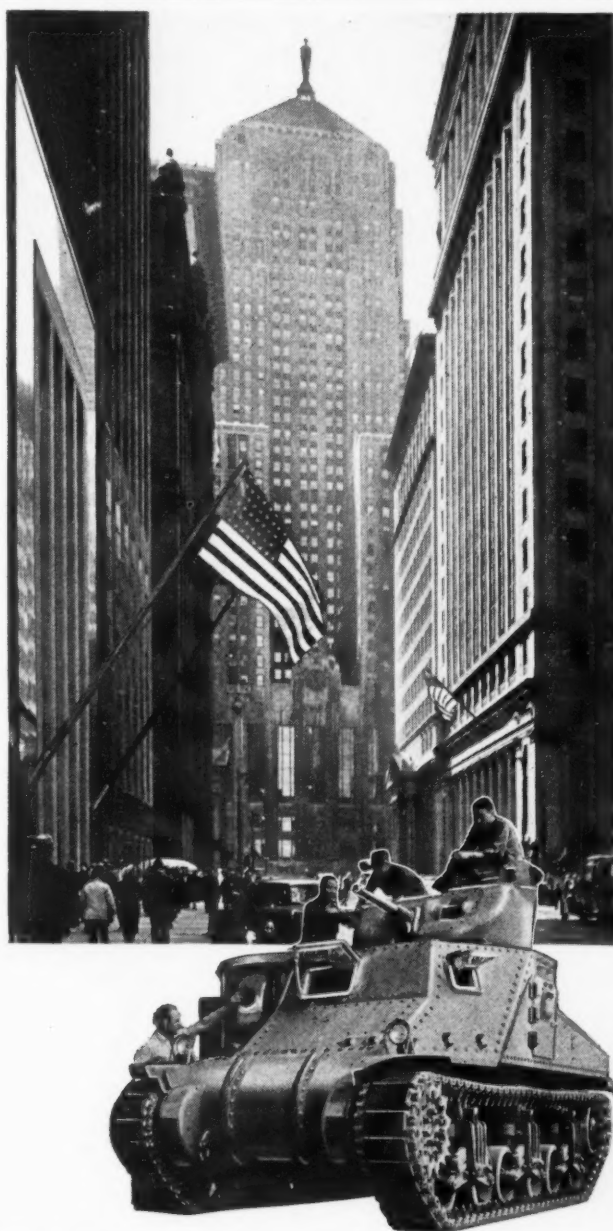
Today their resources are the greatest in history. Deposits exceed five and one-half billion dollars. Direct loans to the government in the form of investments in government securities exceed three billion dollars. Loans to business and industry—money to make the wheels go 'round and provide jobs—aggregate nearly another billion dollars.

In addition, the banks play a vital part in the sale of War Bonds and stamps to the public for which they receive no compensation.

They are now cooperating with the Office of Price Administration in a new job called ration banking. No other organization was geared to handle the gigantic bookkeeping and auditing problems that became necessary with the event of point rationing.

Your dollars, entrusted to Chicago banks are fighting dollars—fighting along side of the tanks, the planes, the ships, and the guns that are blasting their way to Victory in the Peoples' War.

The Chicago Herald-American salutes the men and management of Chicago banks. Chicago's rapid rise in world importance—and in post-war planning of the free enterprise system—is a tribute to their vision and initiative.



Chicago Herald-American

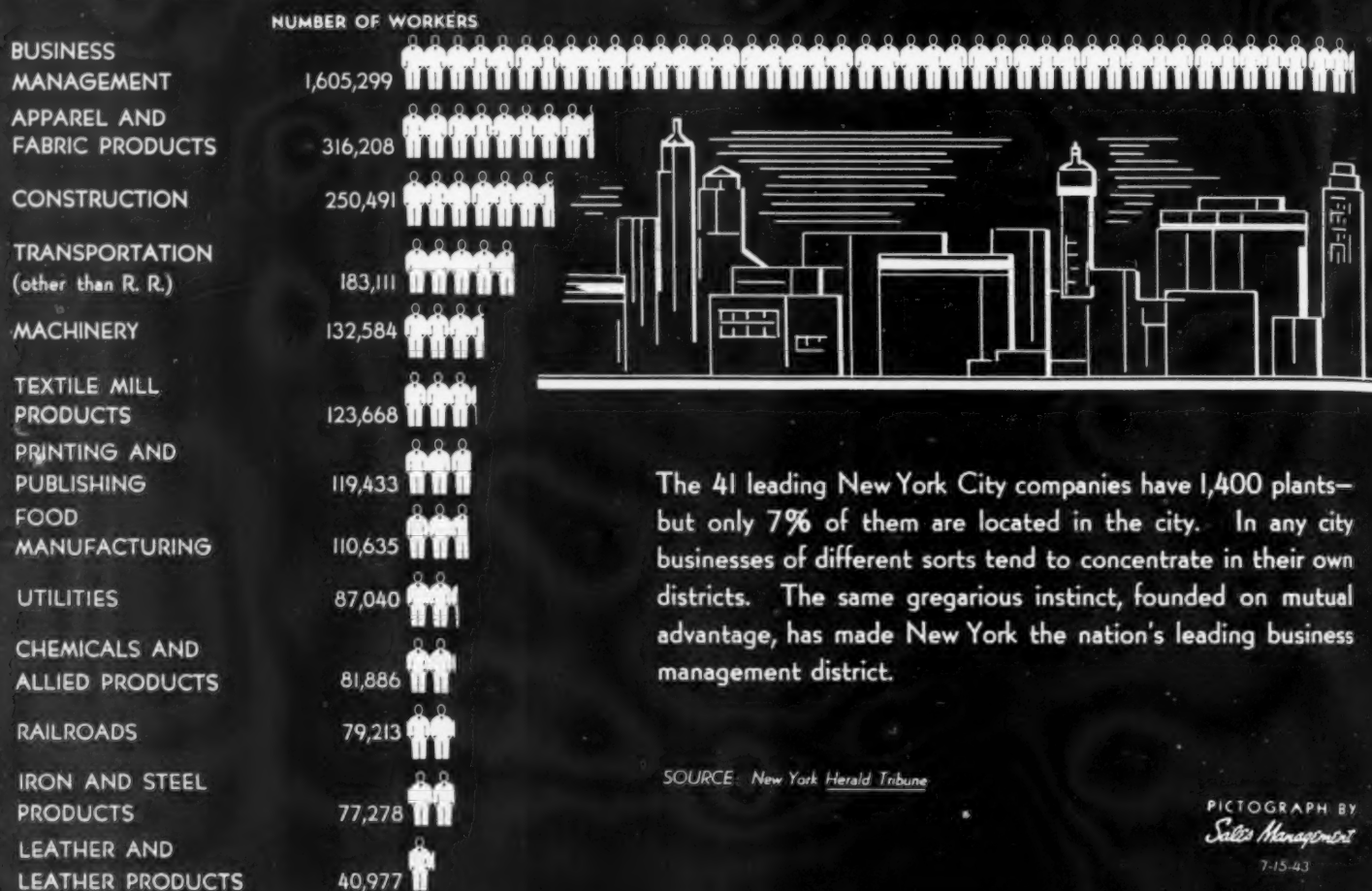
NATIONALLY REPRESENTED BY THE RODNEY E. BOONE ORGANIZATION
JULY 15, 1943

[55]

NEW YORK'S GREATEST INDUSTRY

One out of every 3 workers in the New York Market is employed in business management—as against 1 in 5 for the nation as a whole.

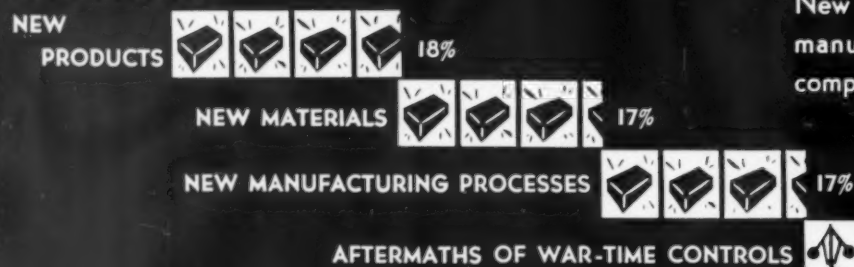
In the New York market this giant dwarfs all other industries through the concentration there of corporate home offices, leading banks, security houses and the like. More men and women work in business management than in 12 other representative industries combined.



YOUR BIGGEST POST-WAR WORRIES

Several thousand business men were asked this spring: "Which of the following war-time developments do you think will produce the greatest change in the conditions under which

DEVELOPMENT



your business will operate during the post-war period?"—and were offered 7 factors to be rated 1 to 7 in order of importance.

New products, followed by new materials and new manufacturing processes, led in the weighted composite average.



PICTOGRAPH BY
Sales Management
7-15-43

SOURCE: Research Institute of America



Check List of SM Post-War Articles

(Individual reprints of each are available without charge from SALES MANAGEMENT, 386 Fourth Ave., New York, N. Y. Multiple copies, 3c each.—The Editors.)

"Post-War Planning: What Is It, and What Shall We Do About It?," by A. R. Hahn, Managing Editor, SALES MANAGEMENT, September 1, 1942.

"Report No. 2 on Post-War Planning: The Producers Council Program," October 1, 1942.

"Research for Post-War Planning: A Practical Five-Point Program," based on an interview with Dr. Lyndon O. Brown, Vice-President in Charge of Marketing, Lord & Thomas, October 10, 1942.

"Nine Important Problems You and I Will Face on V-Day," by Lee McCanne, Assistant General Manager, Stromberg-Carlson Telephone Mfg. Co., November 15, 1942.

"The Human Side of Industry's Post-War Management Problem," by Hugo A. Bedau, December 1, 1942.

"That 'Happier Tomorrow'; If We Want It, We Must Plan Today," by Stanley Holme, Economist, General Electric Special Planning Committee, General Electric Co., December 15, 1942.

"Philadelphia Blueprints a Program for Civic Post-War Preparation," January 1, 1943.

"Has Business Been Dodging Its Proper Political Responsibilities?," based on an interview with Louis Ruthenberg, President, Servel, Inc., January 15, 1943.

"In the Best Interests of All Selling, Should We Kill Straight Commission?" by W. R. Jenkins, Sales Director, Northwestern National Life Insurance Co., February 1, 1943.

"Monsanto Assays Products for Their 'Job Potential' After V-Day," based on an interview by Lester B. Colby with Francis J. Curtis, Director of Development and Chairman of the Post-War Planning Committee, Monsanto Chemical Co., St. Louis, Mo., February 15, 1943.

"Pacific Coast Electrical Leaders Outline Plan for Post-War Preparation," by Elsa Gidlow, March 15, 1943.

"Thirteen Mistakes to Avoid in Your Post-War Planning," by Burton Bigelow, Burton Bigelow Organization, New York City, April 1, 1943.

"Dream Models' Will Come Later; Let's Pre-Sell What We'll Have on V-Day!" based on an interview by Lester B. Colby with W. A. Grove, Sales Promotion Manager, Edison General Electric Appliance Co., Chicago, April 15, 1943.

"Is Joe Doakes a Member of Your Post-War Planning Committee?"—as told to James Collins by Don Belding, Chairman of the Board, Foote, Cone & Belding, Los Angeles, May 1, 1943.

"San Francisco's Post-War Workpile: What It Is and How It's Being Built," by Elsa Gidlow, May 20, 1943.

"Is Too Much of Our Post-War Planning Based on Hope Rather Than Reality?" by William H. Lough, President, Trade-Ways, Inc., New York City, June 1, 1943.

"12 Errors to Avoid in Planning Your Post-War Sales Training Program," by William Rados, Secretary-Treasurer, National Society of Sales Training Executives, June 15, 1943.

"Will Better Products Solve Your Post-War Competition Problem?" by Fowler Manning, Fowler Manning & Co., Management Consultants, New York City, July 1, 1943.



H. Armstrong Roberts

Troy-Made Shirt, 1943 Model

WITH needle and thread, Troy's famed textile plants too are fighting this war. Typical is Cluett, Peabody & Co., world-renowned shirt-makers, who in addition to civilian wear are producing gas masks, Army and Navy apparel.

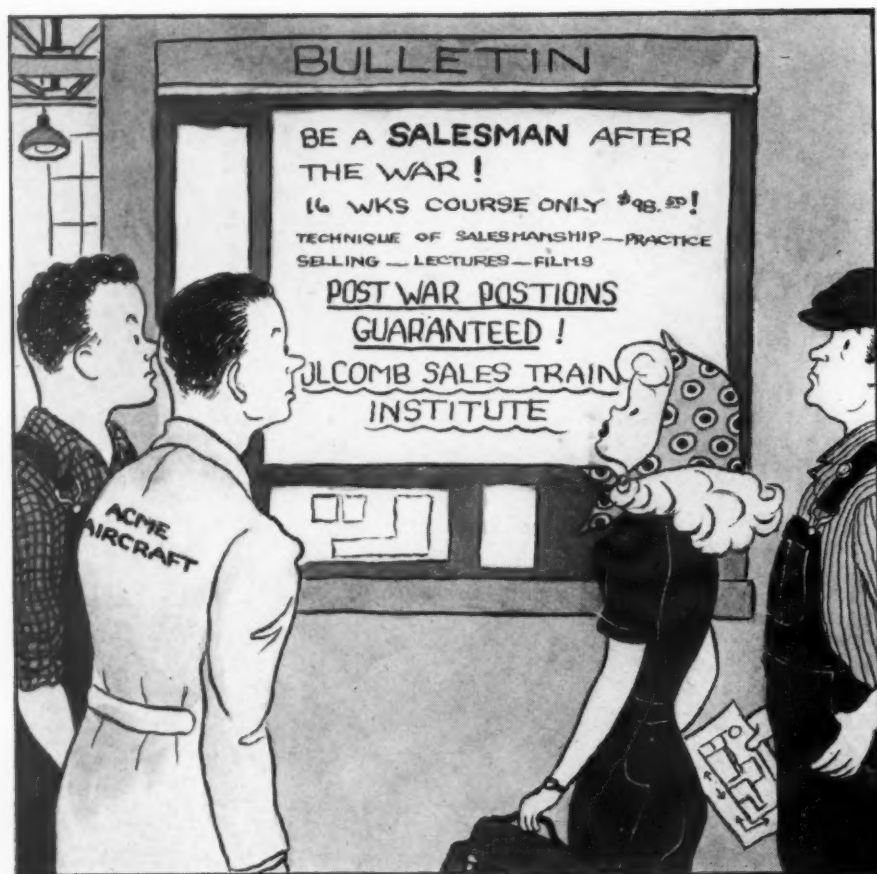
Troy's thousands of needle-workers, always "good earners," are making more today than ever before. Payrolls and employment in this metropolitan center of more than 115,000 consumers are at all-time peaks. They'll stay that way, too!

When the boys and girls come victoriously home, eager to slip into civies once again, they'll keep Trojans' nimble fingers flying for a long, long time.

To reach "everybody" in New York State's lowest cost major market use The Record Newspapers, Troy's sole dailies. One rate of only 12c per line buys full coverage.

THE TROY RECORD
THE TIMES RECORD

J. A. Viger, Advertising Manager



How Purex Escaped Starvation From Basic Materials Shortage

Started in a bathtub, this bleaching fluid grew national, was ready for greater expansion when chlorine went on the critical materials list. Purex countered by making its own chlorine and caustic, and ended up with a surplus of production which it sold to Uncle Sam.

FOR eighteen years, including the war years and even the year in which shortages clamped down without warning, Purex has gained sales volume. It now claims the largest volume of any bleach in the country, and has grown from a neighborhood market in Los Angeles to distribution in thirty-four states.

War troubles came early to Purex, because its chief ingredient is one of the earliest critical materials—chlorine.

Looking back now to "defense" days, Adrien C. Pelletier, who with his brother-in-law, a couple of kids, started the product in a garage, and personally sold it to skeptical grocers,

believes that his experiences offer encouragement to other manufacturers who are now going through the knot-hole of shortages and restrictions.

"At the time, our difficulties seemed insurmountable," he says. "But there was nowhere to go except ahead. As we adjusted, the picture grew better. There were opportunities as well as difficulties. Most surprising to us was the way the distributing trade, and the consumer, changed with the picture, and became understanding and cooperative."

Mr. Pelletier was twenty-four when, in 1925, after working as a credit manager, he helped Ray Precourt, his brother-in-law, about the same age, to get started in a business of their own.

(Mr. Precourt was killed in a motor accident in 1932.)

Mr. Precourt conceived the idea to manufacture something which would sell in grocery stores—but what?

Mr. Precourt and Mr. Pelletier looked around the grocery stores, and discovered that sodium chloride bleach, for household washing and disinfecting, sold in pint bottles at around twenty-five cents, and that there was only one brand. Taking a bottle to a chemist for analysis, they learned that the contents cost around two or three cents.

There was the product! Without money or credit, they began with a bathtub for a mixing tank, in a garage twenty by twenty. Lacking refrigeration equipment, they bubbled the ingredients, chlorine and sodium hydroxide, twenty-four hours, to avoid overheating—first batch, seventy-five gallons, or twenty-five cases.

They named it "Purex," and put it on the market to retail for fifteen cents, but grocers were not enthusiastic.

"People will think it is inferior to the brand they know," argued those who would not try a case, while those who did stock it refused to re-order—"It moves too slowly—people have never heard of your brand."

In addition to a product, they had a consumer educational job.

The package was doubled in size, a quart for fifteen cents, later reduced to ten cents, and competitors took notice, shading their prices. That was left-hand endorsement of the upstart brand, and consumers who tried the new one repeated. They made some money, and put it into the business, buying better equipment and display material.

For eleven years, until 1936, sales promotion consisted entirely of store displays, plus frequent sales contacts with retailers, showing them the profit in Purex, and getting permission to install displays. Literally, never a dollar of capital has been put into the business—it grew entirely on profits. The garage was outgrown, and several factory buildings, until the present plant in South Gate, near Los Angeles, was built during the depression.

Consumer advertising was first tried in a peculiar market in 1936. Dallas, Tex., had a very low consumption of bleaches. They were sold only in pints, where the Mid-West bought up to half-gallons. Home washing was done mostly by Negro women who insisted on boiling clothes. Purex urged "Don't boil clothes!" Sales increased, consumers took quarts and half-gallons. That led to consumer advertising in other markets. But dealer contact work was not lessened.



\$732,828,000 isn't *peanuts!*

**IT'S MINNESOTA'S 1942 FARM INCOME—
MAKES MINNESOTA 5TH OF ALL STATES**

Growing every year, too. In 1940
the figure was \$418,599,000 . . .
It was \$509,357,000 in 1941 . . . 1943
is heading for an all-time record.

**IT'S A LOT OF MONEY FOR AN
ADVERTISER TO SHOOT AT!**

It's millions of dollars pouring into Minne-
sota's trade channels. Next year there will
be even more. It's "potential sales" in a
big way for anyone with a product or service
to sell . . . a fertile market for selling
messages.

YES, of course

Minnesota has its share of war industries . .
running into hundreds of millions of dollars.
But farming is the backbone of this state, a
source of revenue that eliminates economic
fluctuations experienced by many states and
keeps Minnesota on an even, prosperous keel,
year after year.

RIDDER-JOHNS, INC.

National Representatives

342 Madison Ave., New York
Penobscot Bldg., Detroit

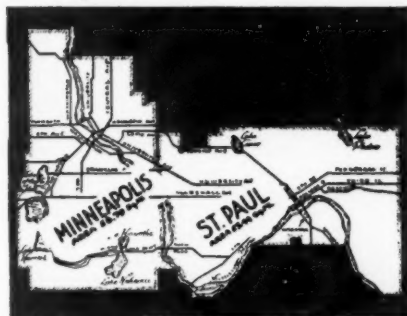
Wrigley Bldg., Chicago
Dispatch Bldg., St. Paul

THE HUB

of this agricultural empire is the

**9th LARGEST
MARKET IN THE
UNITED STATES**

St. Paul and Minneapolis
Population 780,106



Through this great metropolitan trade
center flows the commerce of Minnesota
and the Northwest. As Minnesota and
the Northwest prosper, the 9th largest
market prospers.

**Only the
ST. PAUL DISPATCH AND
ST. PAUL PIONEER PRESS**

Cover the St. Paul Half of This
Rich Urban Area

If you want to further tap the agricultural
wealth of Minnesota and the Northwest,
we suggest the Duluth, Minn., Herald &
News-Tribune, the Grand Forks, N. D.,
Herald and Aberdeen, S. D., American-
News . . . all serviced by Ridder-Johns, Inc.

Figures are from Bureau of Agricultural Economics Release of March 1, 1943. Population is 1940 census.

Came the Summer of 1941, with sales in thirty-odd states, and plans for further expansion—and Uncle Sam announced that chlorine would have to be restricted. And Pearl Harbor was still to come!

Chlorine was placed under full priorities in July. More than half of the 700,000-ton yearly production had to be taken for defense. The largest peacetime use is for making ethyl gasoline, and another large consumer is the paper industry, which uses it as a bleach.

There was a period of uncertainty,

during which the outlook seemed rather gloomy. Distributors were rationed, and materials were stretched by exchanging between the company's Los Angeles and St. Louis plants.

Then the company decided to install its own facilities for making chlorine and caustic, and by alert scouting, obtained enough non-allocated equipment to do so, including a motor generator set.

It was not only able to produce enough to maintain a good volume of production, but discovered that it had some surplus capacity.

Armed Forces Get Surplus

"What shall we do with our surplus?" the company asked the War Production Board. The first instructions were, to contact competitors in the Los Angeles area, and arrange for them to take the surplus. That did not work out well, so the company asked WPB if it could manufacture chloride of lime for the armed forces. This chemical has many uses in war, especially disinfecting uses.

Chloride of lime has been made in this country for more than one hundred years, yet the best grade always had been imported from Great Britain or Germany. High grade means high stability. Research was needed to develop a process for making a high grade product, because none of the processes used in this country were satisfactory. Through test tube and pilot plant procedure, a process was evolved for making a higher grade chloride than had been produced in the United States. The output is increasing, and also the quality. It all goes to the armed forces.

Materials were not the only war adjustment problem. Containers and closures have had to be changed. Purex is sold in glass, and when the defense program started, it had just

changed from a rubber cork to a metal seal.

But the chief decrease in production and sales has been, not in the volume needed to take care of present customers, but in the expansion which would have been possible under normal conditions. The drop in volume, not counting possible expansion, has been only about 10%.

It has not been necessary to curtail advertising, nor to use it merely to keep the brand before the consumer. On the contrary, war has given vital new copy themes. War increases the hazard of disease, and consumers have been advised to use Purex thriftily to reduce this danger. War also makes it necessary to conserve textiles, and careful washing lengthens the life of clothing and household linen.

The public has been told that Purex is made of critical materials, and advised to use it freely, but to cooperate with retailers in making shorter supplies meet all the requirements of the home. The adaptability of housewives to war conditions has been one of the surprises of emergency marketing.

While the reduction in price to the consumer has been a big factor in building this business—to twelve cents a quart today, compared with forty-six to fifty cents in 1925—the real stimulus has been educational promotion, showing the housewife a better method of washing, and the use of Purex for household disinfection. In the Los Angeles area, the original volume of about 2,000 cases a month, after the market had been established in 1927, has grown to more than 50,000 cases, and would be greater than that if normal expansion had been possible.

Wartime Rules Are Workable

"To manufacturers who may today be confronted with similar war problems," says Mr. Pelletier, "we would like to testify that the war rules, though severe, are not unworkable. When announced, they are generally discouraging. But if you go ahead, and do your best to operate under the rules, you will find ways to keep going."

"More than that, the rules will change as you go on, and your consumers and distributors will manifest a cooperative spirit based on their knowledge that you are laboring under difficulties. They know as well as ourselves that the rules are made for the preservation of as much of our civilian economy as possible. While the manufacturer is learning to carry on under the rules, his customers are also learning, and he can go to great lengths in asking their cooperation."

SALES MANAGEMENT

The Hartford Courant Magazine

For Them

Central Connecticut's Sunday paper offers alert advertisers a productive magazine at these low rates:

Frequency	Line Rates
1	19¢
6	18¢
13	17¢
26	15¢

Ask any Gilman, Nicoll & Rutledge

Q — How does average 5c to \$1.00 Variety Store volume compare with other fields?

A — Drug Store \$26,984.
Store \$57,642—Grocery Store \$11,110
(1939—U. S. Survey of Business) Variety

For 5c to 1.00 Variety Store Market Facts Write

SYNDICATE STORE MERCHANDISER

79 Madison Avenue, New York, N. Y.

CCA CHICAGO • LOS ANGELES • ATLANTA



The 'IDEA BOOK'
THAT HAS PROSPERED BY SERVICE!

How grandmother got to Guadalcanal

WHEN you come home on furlough, people are always asking you how the war's going, when you think we're apt to win, and all that.

"Well, I guess they're just asking to be polite, because I've found the folks at home generally know more about the all-over picture of the war than most of us who've been overseas.

"Certainly that's true in my family. They all read LIFE from stem to stern, and study all those military maps and charts and models. Why, even my grandmother—and she'll be 73 next month—had the whole Solomons scrap down cold.

"Knowing I was stationed out there, she really studied every LIFE article on Guadalcanal. And when I came home she started telling *me* some side-lights about the Battles of Grassy Knoll and Matanikau River that I'd never heard, even though I was right at Henderson Field all the time.

"LIFE certainly does pack a lot of information, about the war and everything else. You can bet I missed seeing LIFE on the island, and I picked it up again as soon as I was sent to Australia. Not

so much to follow the war and world news, but to see its stories on America—movies, politics, pretty gals, science, crazy stunts—well, the works."

23,000,000 Buy or Borrow

It is staggering to try to imagine 23,000,000 people reading a magazine every week. Yet that's how many buy or borrow their way into LIFE.

Why do people go for it so eagerly?

There are lots of reasons, but certainly two of the foremost are these: (1) LIFE treats almost every type of subject under the sun, gives its readers a sweeping panorama of events and people. (2) LIFE's picture-and-story reporting gives readers information in a remarkably clear and stimulating way.



"Eyes for the minds of America"

Campaigns and Marketing



The gunshot wound which solved an age-old mystery

In a cabin at Fort Mackinac, Michigan, 1825, lived one of the world's most unusual men—the man with the lid on his stomach.

He was so-called because of an old gunshot wound in his stomach—a wound which never healed! Through this wound, Army Surgeon Beaumont was able to add much light on one of nature's most baffling mysteries—the process of digestion.

These major discoveries, so far-

reaching in their benefits to mankind, are typical of the pioneering of American doctors.

Today, their work is intensified a thousandfold. On fighting fronts, in quiet towns, in laboratories where time is something to be expended for all humanity. And where you find the doctor, you'll find his helping hand—the pharmacist. The man whom neighbors call "an indispensable member of the community." The man whose study never ends.

John Wyeth & Brother of Philadelphia were among America's pioneer pharmacists. Since 1860, their contributions to medical progress have kept their name in the very forefront of the profession.

They specialized in tireless research... in a system of quality controls which has made the name "Wyeth" synonymous with uniformity. These high standards in pharmaceutical manufacturing will be maintained—now, and in the future!

This advertisement—by John Wyeth & Brother of Philadelphia—is designed to direct attention to the great contributions of American physicians to world health. Reproductions of four paintings in this series, each the story of the medical achievement behind each, are available in a booklet which your local drugstore will be glad to give you.

Wyeth's

John Wyeth & Brother, Inc., for the first time in 80 years, is using national advertising to spotlight the role the company has played in the development of American medicine and pharmacy. Full-color ads reproduce famous paintings, by Dean Cornwall, of great moments in the history of our medical profession.

Breaks 80-Yr. Silence

With thousands of doctors going into the armed forces and self-medication of minor ills on the rise, many people are gaining a broader and more intimate experience in the buying and in the use of home remedies. John Wyeth & Brother, Inc., Philadelphia pharmaceutical house which has been anonymous so far as the public is concerned for 80 years, has launched a national advertising campaign designed to glorify the heroes of American medicine and pharmacy, and to link the sponsors of the campaign in the public mind with the growth of these two professions.

Backbone of the campaign is a series of five full-color reproductions of paintings by Dean Cornwall, dramatizing great moments in medicine. They will run, one each month, in a list of national magazines with a combined circulation of more than 6,000,000.

Copy, which is highly ethical in tone, does not mention any Wyeth products by name, but deals almost exclusively with the labors and accomplishments of the "men of medicine," both in the past and the present. Each ad carries a reference to Wyeth's hand-in-glove collaboration with the medical profession since 1860.

Consumer interest will be sought through the free offer of an attractive booklet made up of reproductions of the paintings and a brief historical sketch of each event portrayed. Details of the campaign were mailed to 63,000 druggists on June 15; a business reply card was included, and the individual retailer was instructed to send it in for his counter display and supply of booklets.

During October special window displays will be installed in the participating drug stores. At the same time Wyeth will issue a second booklet.

Teen-Age Chefs

With an advertising budget 20% larger than for the previous year, Joseph Burnett Co., Boston, for the first time is placing major emphasis on all its 29 flavoring extracts, rather than concentrating chiefly on vanilla. This new policy follows the general upward trend in sales of the less advertised flavors, the sales of which have doubled since the opening of the present campaign.

Titled "Here's How," business advertising is appearing throughout the

Only **WHKY** Gives

DOMINANT
(DAYTIME)
COVERAGE
of **ALL**
WESTERN, N.C.

A Rich Market NOW....
" " " **AFTER THE WAR...**

If you're seeking profitable present and post-war markets, where advertising costs less, Western North Carolina and WHKY definitely belong on your schedule. Here's why! Western North Carolina is one of the richest stable markets in the South, with an effective buying income of \$577,777,000. WHKY is the only station that gives complete daytime coverage of ALL this rich area at one low cost. Together they offer advertisers an unbeatable market-media combination. We will be glad to mail you complete information on request.

National Representatives **HOWARD H. WILSON CO.**

5000 W. Day; 1000 W. Night
1290 Kilocycles
BLUE NETWORK



Florida's buying power is in high and *hitting on all twelve!*

★ The "fast" money of Florida's old short season has faded out, in the roar of distant guns, to the steady incomes of workers who represent an all-time high in Florida's buying power *12 months-in-the-year.*

★ Florida, in summer, is now a greater dollar-volume market than Florida ever was in its balmiest winter tourist season.

★ The sizzle of welding arcs, the pounding of hammers and the hum of saws is building a stability of industry that, combined with Florida's natural appeal, means a new postwar era for the enchanting land of palms.

★ You reach Florida's new buying power through the complete coverage of the 3 great dailies in the 3 major markets and their trading areas.

The over 285,000 combined circulation of these 3 great Florida dailies gives you thorough coverage... at low cost.

TAMPA TRIBUNE

National Representatives

Sawyer-Ferguson-Walker Co.

R. J. Bidwell Co., Pacific Coast



FLORIDA TIMES-UNION

Jacksonville

National Representatives

Reynolds-Fitzgerald, Inc.

Noee, Rothenburg & Jann, Inc., Atlanta



MIAMI HERALD

National Representatives

Story, Brooks & Finley, Inc.

A. S. Grant, Atlanta

remainder of the year, in full pages, in *Chain Store Age*, *Progressive Grocer*, and *Supermarket Merchandising*. Copy urges retailers to display and sell the whole family of flavorings, and emphasizes the national consumer advertising now being used to foster a wider use of flavorings.

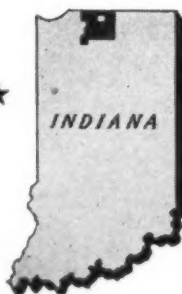
Consumer advertising appears in 170-line space in *American Cookery*, *Good Housekeeping*, *Ladies' Home Journal*, *Parents' Magazine*, and *What's New in Home Economics*, emphasizing the all-importance of flavors in good cooking. Copy publi-

cizes Burnett's new 20-page booklet, "What's Cooking," created especially to interest teen-agers, but packed with helpful information for cooks of all ages. The aim of the booklet is to reduce the average age of extract buyers and to give the youngsters the urge to become really good cooks. Illustrations lightly portray the teenager as chef to the family and her young friends. The booklet is offered free for the asking and free with a box top; response will be checked on the basis of each method.

Participation programs and spot ra-

★
★
MORE THAN
80,000
NET PAID

★
★ ★ ★ ★ ★



The Largest Circulation in Northern Indiana and Southern Michigan.

The Largest Circulation between Indianapolis and Grand Rapids.

The Largest Circulation in a major war production market—the South Bend area—where purchasing power is high.

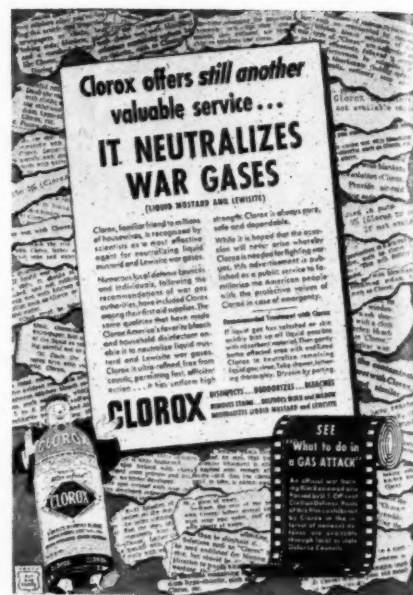
The effective buying income for this area in 1942, according to latest figures available, was \$405,801,000. The people in this South Bend market—population 461,000—are in a large measure influenced by advertising in the South Bend Tribune.

The Tribune completely dominates this field. The daily circulation for the first three months of 1943 was 80,998 according to the latest A.B.C. audit report.

In 1937 the circulation was 45,624 and the unusual increase is an outstanding circulation record—proof that the Tribune is popular and aggressive. Get all the facts. Write for booklet: "Covering the South Bend Market."

The South Bend Tribune

STORY, BROOKS & FINLEY, INC. National Representatives



At a time when military and civilian defense experts are jolting the public's complacency with warnings that real bombings probably will happen here, Procter & Gamble point out a new use for Clorox—to neutralize the external effects of the war gases. Numerous defense councils and individuals throughout the country, copy states, have included Clorox in their first aid supplies.

dio advertising, plus 56-line newspaper copy, are being used in 20 major markets. H. B. Humphrey Co., Boston, is the agency.

Gremlins on the Farm

Gremlins materialize in the shape of the farmer's most despised foe, the weasel, in the series of ads being run by Allied Mills, makers of Wayne feeds, in farm and business papers, and on radio programs beamed throughout the company's territory, from the East Coast to the Rockies.

Feed manufacturers are running at top capacity, but are unable to meet the increased demand resulting from better feeding methods and the growing numbers of bird and livestock on the country's farms. Because much of the available supply of feeds is being wasted through carelessness and improper handling, the Department of Agriculture and the Industrial Feed Council have launched a vigorous campaign to point out to farmers how these vital resources are squandered and how the leaks can be plugged.

The Allied ads portray "Waste Weasel" as the undercover agent for the three world weasels, Adolf, Benito and Hirohito—pouring proteins into poor producers, jamming too many birds in a single house, denying adequate pasturage to livestock, scattering feed, overloading troughs, ripping feed bags and so forth. Under the slogan, "Wasting Proteins Helps

the Axis," copy counters these weasel practices with positive suggestions for more efficient feeding.

Large blow-ups for all dealer stores, direct mail folders, and a 15-minute strip film to be shown at group meetings, supplement the magazine and radio campaign. Louis E. Wade, Inc., Fort Wayne, Ind., is the agency.

French Line Advertises

First time since the fall of France in 1940, the French line is back in the advertising picture with a full-color page in *Time*. Under the headline, "The Tricolor Flies Again," copy hails the release of French ships from enforced idleness, pays tribute to French and American seamen now sailing in the same convoys. "These French men and their ships, serving with the United Nations, are now devoted wholly to the carrying of supplies for the armed forces. Until peace is won, they will share in loyal comradeship the risks, the responsibilities and the glory of the American Merchant Marine."

The ad appeared in the July 12 issue, two days before the 154th anniversary of Bastille Day. N. W. Ayer & Son, Philadelphia, handle the account.

New Sears Catalog

Sears, Roebuck and Co. have just started the mailing of their 1943-44 Fall-Winter catalog. When the distribution is completed, 7,000,000 copies will have found their way into the hands of mail order buyers. The new catalog, reflecting many wartime changes, contains 1,228 pages as against 1,302 in the 1942 Fall catalog and 1,498 in the 1941 Fall issue.

Big-ticket items and hard-line merchandise have fewer pages than heretofore, while wearing apparel, particularly women's fashion lines, house dresses, blouses and skirts take more space; the shoe section has been expanded to include a greater variety and selection of slippers and unrationed footwear; and automobile tires come in for an unexpected space increase as a result of the development of Buna-S synthetic tires.

To keep the catalog abreast of rapid changes being made in the availability and sale of merchandise, Sears was prepared to make corrections in the book right up to the printing of the last copy. A number of institutional pages were held in readiness to take the place of dropped merchandise pages. Copy in these fillers stress War Bond purchases, scrap collection and other home activities. Several

pages praise the farmer for his contribution to the war effort, while others remind customers of the famous trade names which have gone to war and give suggestions on the care of merchandise which can not be replaced for the duration.

Another feature is the inclusion of explicit data on rationing and priority regulations, with detailed directions to enable qualified customers to obtain critical merchandise.

Most significant innovation is the new monthly book purchase plan which brings popular books to the

public for \$1.66 plus postage, and is said to be the first use by a mail order house of the book club method of distribution. Monthly selections will be determined on the basis of Gallup polls, and Simon and Schuster, New York City publishers, and Consolidated Book Publishing Co., affiliate of Cuneo Press, Chicago, will team up with Sears in the new project.

The catalog also pioneers a new method of selling linoleum. Center piece, border and feature strips are interchangeable in the new plan, which permits customers to design

RECORD PAYROLLS! 250 NEW HOMES!

Flint



A BOOTH Michigan MARKET

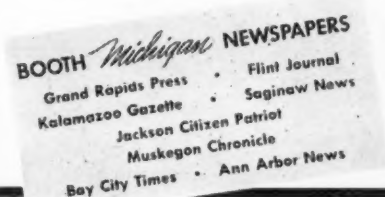
General Motors' Flint payrolls are running at the rate of \$166,000,000 a year. Total employment now exceeds 55,000 and is expected to increase another ten to twenty per cent.

Post-war automobile production, according to Alfred P. Sloan, Jr., General Motors' Chairman, who recently spoke before the Flint Chamber of Commerce, is expected to be fifty per cent higher than it was before the war.

Government-approved housing projects include 250 new homes and 200 converted

homes. 211 new homes were built during the last 12 months. Flint, one of America's busiest markets, is covered practically home-by-home by a single newspaper, the Flint Journal.

For further facts, call I. A. Klein, 50 E. 42nd Street, New York, or John E. Lutz, 435 N. Michigan Avenue, Chicago.



THE FLINT JOURNAL

their own floor covering patterns. Full instructions for measuring the floor and choosing the patterns are given; the customer charts the area on a graph included in the catalog, and the linoleum is delivered already cut and ready to lay.

The pressure of war conditions is evident in the offering of bows and ribbons which women can attach to their shoes to vary styles and designs; in the line of safety-toe shoes for women war workers; in the full page of shoemaker's equipment for home repairs; in the decided upgrading of

diamonds, with prices ranging up to \$1,950; in the stress on service-weight stockings, only two chiffon stockings being offered; and in the absence of specific color promotions in women's clothing in compliance with the Government's request that no one shade be promoted above another. As a result of dye shortage, there is less black and dark brown in the fashion pages, little navy or royal blue.

A page in the back of the catalog lists over 200 lines and items that are not available. Despite that, the index, in a 7-column layout, takes 22 pages.

★ A R I C H 13 C O U N T Y M A R K E T

BUSY?
YOU BET
ROCKFORD
IS BUSY!

Seems like every
one of the

111,885

people here are
on the job!



Best Test City in the Mid-West

ROCKFORD 2nd LARGEST CITY IN
ILLINOIS
OUTSIDE OF CHICAGO

SECOND WAR LOAN PURCHASES 180%
OF QUOTA... AVERAGE FOR STATE 120%

ROCKFORD MORNING STAR... ROCKFORD REGISTER-REPUBLIC
Ruth Hanna Simms, Publisher

Posters Cut Breakage

Calvert Distillers Corporation's mail has been unusually heavy these days. The letters come from large hotels and restaurants, insurance companies, bars and grills, chambers of commerce, safety councils and the War Production Board. All of them pat Calvert on the back for the excellent job the company is doing to reduce breakage of glass and china by food handlers.

Chief feature of the campaign is a set of posters which Calvert adapted from a similar set developed by the Waldorf-Astoria Hotel, New York City, to reduce breakage costs and accidents among its employees. The Waldorf campaign not only had the desired results, but won two first awards in accident prevention.

The posters are distributed by the Calvert sales organization, the men having been instructed to make every possible contact with logical outlets in their territories. Every tavern, every restaurant and every hotel in the country can use one or more of these posters. They were further instructed to call back and collect evidence of the value of the posters.

The campaign has been in operation less than a month, but many of the letters cite sharp improvements in the glass breakage problem immediately following the use of the posters. One establishment reported an 80% reduction in breakage.



Tea Dons Wartime Wardrobe for Lend-Lease

Whether it's in French or Arabic, the message under the stars and stripes means one thing to North Africa: "Tea coming from the U.S.A." And the outstretched arm of Miss Liberty is a "symbol of friendship." For the Green Tea, Chun Mee, Sow Mee, and Gun Powder are favorite brands of tea in that part of the world. The tea is distributed through Lend-Lease channels in North Africa. The box is made by Robert Gair Co., Inc., for General Foods Corp., who packed this tea for the Government.

SALES MANAGEMENT

Wear No Labels!



Lookie! Amnesia... our typical and forgetful consumer... has turned producer.

Good for her! But good for you????

The more Victory peas and beans and tomatoes she grows and puts up herself... the fewer she'll have to buy. And under the circumstances, isn't she more than ever apt to forget the old, familiar labels... your label, for instance?

You bet she is! And so are millions of men and women like her. Unless you find some way to "Keep

'em remembering" you and your product.

That's the *why* behind sustained wartime advertising... the economical way of keeping your trade name from going to seed.

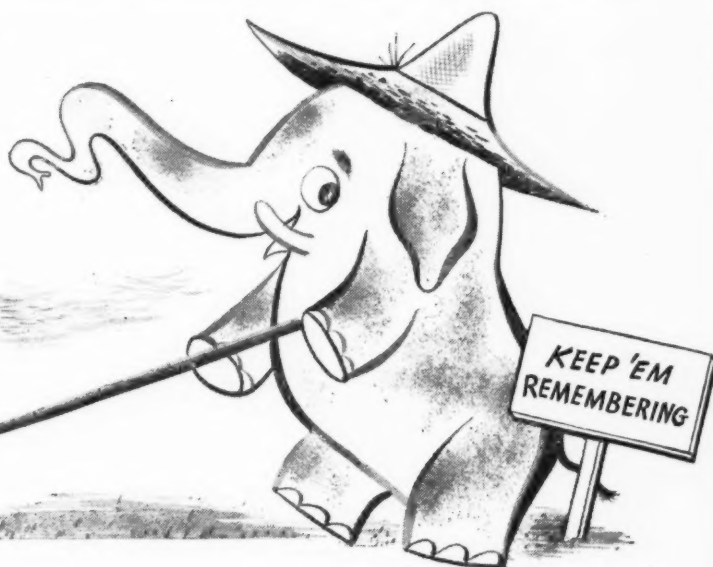
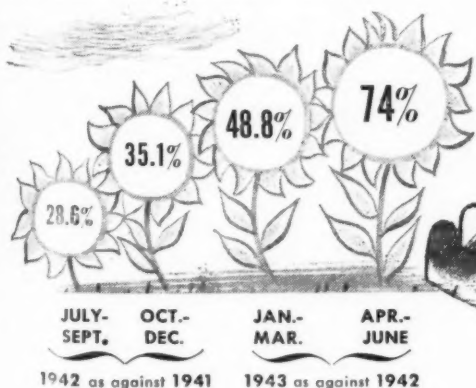
Especially economical if you pick the BLUE to broadcast your "Keep 'em remembering" message.

Because efficient BLUE coast-to-coast coverage... backed by outstanding, audience-building programs and promotion... can carry your words into *more homes per dollar* than any other national medium.

WE'RE DOING A BIT OF GROWING, TOO!

—AND WE WEAR A BLUE LABEL

In the twelve months ending June 30, 1943, sponsors spent 47.7% more on the Blue Network than in the preceding twelve months. Here are percentage gains by quarters.



The Blue Network

A Radio Corporation of America Service

Coming

in August Issues

of

SALES

MANAGEMENT

... another article by Burton Bigelow, this one on the post-war sales force.

... a report on developments in food dehydration.

... an article entitled "New York a Ghost Town? ... Phooey!"

... another chapter on new products and processes that will soon be making industrial history—a sequel to "... and Peace Came, and the Merchant Knew Not His Strange New Wares", by Lester B. Colby, SALES MANAGEMENT, June, 1943.

... a discussion of industry's current and future public relations problems.



Those of us on the home-front are still doing okay by comparison with those on the fighting-fronts. A few films like the March of Time's "We Are the Marines" and "One Day of War in Russia" will convince any doubter.

* * *

Nevertheless, it is not amiss to observe the *progressive* effect of war on the home-front. It is as though the hand of Mars turned a giant wing-nut down about a half-turn every day. Almost imperceptibly, we give up the things we've been accustomed to, one by one. More a matter of inconvenience than hardship. Makes us realize how well off we were away back there in 'Forty-One.

* * *

Lieut. Conarroe of the Navy revises an old slogan to fit the R.A.F. and American pilots: "See Naples—die!"

* * *

"White House Said to Hamper Lewis."—Headline. But not enough.

* * *

Cute parody by Franklin Simon: "White About Face." Not to be outdone in the same issue of the N. Y. Times, Macy's follows with: "Camp, Camp! The kids are coming!"

* * *

As a minor DuPont stockholder, it may sound cockeyed for me to say this. But as a cigar-smoker, I wish the manufacturers would omit the Cellophane wrapping and the band. I prefer them in the nude, neatly packed in cedar boxes.

* * *

"Minor Earthquake Recorded in Italy."—Headline. You ain't heard *nothin'* yet.

* * *

"When in the course of humid events," says a local clothier advertising tropical weights. Not bad, not bad.

* * *

Remember Sealpackerchief, the original laundered, packaged, ready-to-blow handkerchief? I still ask for them, when I forget to bring a handkerchief from home. And I still have to take every kind of substitute in the world.

* * *

I remember the old Sealpackerchief message on every package. It said.

"You can teach a parrot to say 'just as good,' but he won't know what he's talking about." Parrots come home to roost.

* * *

Night withdraws her sable veil that men may toil around the clock. In this war of machines, fed by transportation, night is no longer the silent vault of sleep, but a time for the movement of war-goods and war-workers . . . from mine to mill to wharf or wherever . . . an endless crossing and recrossing, like a giant conveyor-belt looped from coast to coast. The over-the-road haulers and the railroads are doing a magnificent job.

* * *

I've been fooling with a line for a serial promotion-piece for the Fawcett Publications, "Let's Fawcett," but it doesn't quite come off.

* * *

Lowell Thomas said: "World Wars may come and World Wars may go, but the Civil War goes on forever." George Sokolsky has been worried about it, too. Seventy-eight years have tumbled over the dam since Appomattox, but the flesh is still tender. I understand why, of course, but I wish it would wash itself up some day.

* * *

Here's a priceless story about an industrialist who used his car to go out for a pack of cigarettes in the gas-rationed East, before going back to the plant to resume his war-work. An OPA spotter bawled him out in front of a lot of people in the drug-store. Thinking fast, the industrialist said: "Why, I'm with that funeral across the street."

The OPA man said he was sorry, but kept an eye on our gentleman, who, sure enough, put his car into the funeral line and drew up in front of the church where the services were to be held. He sat outside the church and waited, while the OPA man parked across the street and kept an eye on him.

After the services, five strangers came out of the church, piled into the car, and the industrialist drove them 33 miles to the cemetery and 33 miles back. He still doesn't know who was being buried, nor who the people were who rode with him. All he wanted was



The Nation's Business Capital Expands Its Plant

EXCEPT that America was at peace, the New York of 1925 did not seem very different from New York today. World War I was well over and done with, and Global War was not even a cloud in the sky. But New York—already counted great among the cities of the world—was on its way to an infinitely larger role in the nation and the world. Between 1925 and 1943, Manhattan's rented office space increased by 157%.

Today, if you were to check a roster of America's 100 leading corporations, you would find ninety-three of them with either headquarters or branch offices in New York. Today, all of these companies—and thousands more—are engaged actively in war work. It is in New York's office skyscrapers, in many instances, that the planning and administration of America's miracle of production goes on.

Although New York City leads all others in value of manufactured products, the 1,600,000 business management workers in the New York metropolitan area outnumber those employed in all manufacturing industries combined. Going up and down the high speed elevators of New York's skyscrapers are hundreds of thousands of men and women who wouldn't know a drill press from a bolt cutter but who, nevertheless, are giving every moment of their working time—and hours of overtime—to America's war production.

And after the war?

As world awareness is added to national consciousness, more and more American industries will establish headquarters in what is destined to be the world's business management center.

The men who run the global business of tomorrow will need day-to-day contact with the minds that create the world pattern in art, science, politics as well as economics. More and more of the great business and industrial enterprises of the nation will be added to the distinguished list of American companies who have found centralized management from New York to be a prime element in the efficiency and expansion of their industries.

RENTED OFFICE SPACE IN MANHATTAN

	RENTED AREA
1925	21,000,000 sq. ft.
1943	54,000,000 sq. ft.

GAIN IN SQ. FT. IN 18 YEARS. 157%

From a survey representing 75% of the total
valuation of all Manhattan office buildings

NEW YORK
Herald Tribune

NEW YORK—THE CAPITAL OF BUSINESS AND INDUSTRIAL MANAGEMENT

JULY 15, 1943

[73]

For FASTEST DELIVERY ship when ready!



YOU can expedite delivery of your AIR EXPRESS packages and help avoid congestion of vital war shipments by shipping when ready, as early in the day as possible.

This will help us get your shipments on the "earliest plane out" so they will be delivered sooner than if you waited until end of day when airline traffic is at its peak.

And to cut costs—AIR EXPRESS packages should be *packed compactly but securely*—to obtain best ratio of size to weight.

Air Express Speeds War Program

TODAY, AIR EXPRESS not only serves the home front but is also working hand in hand with the Army and Navy to supply our fighting fronts throughout the world.

TOMORROW, AIR EXPRESS will girdle the globe in international peacetime commerce . . . to bring *all* foreign markets to the doorstep of American business.



Phone RAILWAY EXPRESS AGENCY, AIR EXPRESS DIVISION
Representing the AIRLINES of the United States

WRITE for our quick-reference handbook on "How to Ship by AIR EXPRESS During Wartime." Dept. PR-1, Railway Express Agency, 230 Park Avenue, N.Y. C.

a pack of cigarettes from a drug-store just two blocks from his plant!

* * *

Bob Graham sends a slogan for a branded broom: "It's sweeping the country." And how about "Sweep no more, my lady" for a vacuum cleaner?

* * *

Capsule Caricature: "The stormy Petrillo."

* * *

The campaign for leniency is on already. Dear, dear Dorothy Thompson has a piece in the June *American Mercury* titled: "Germany must be salvaged." What, to start another war 25 years from now?

* * *

Incidentally, the day war ends, the classified columns will still be yelling for draughtsmen and engineers.

* * *

What ever became of that old-time employer who used to say: "I'll be the first to cheer if you can take *my* job?" You knew he was lying.

* * *

Jim Collins tells me about an English green-goods grocer who showed a customer a picture of himself in the newspaper, saying: "It's not very good; I was out of focus." And the customer said: "Oh, you! You're always out of something. Yesterday, you were out of haricot beans."

* * *

Aside to A. R. Jaqua, associate editor of *The Diamond Life Bulletins*: Thank you for quoting us in *Odds & Ends*. We who write for a living live to be quoted.

* * *

We're getting warmer. Glenn Hewitt, manager of KPAC, owned and operated by Port Arthur College, suggests "Feathernecks" for the lady Marines. Some chickens, as an earlier generation would have said.

* * *

Dick Milton writes from Los Angeles to ask if our "Ersatz Menu" will be brought up on a "dumb waiter." He also wonders if an American invasion of Fortress Europe will cause Hitler's armies to be "Yanked" from Russia to the new front. That's enough punning for one paragraph, Richard.

* * *

Myers Gross, secretary of The Crummer Co., Orlando, sends me a card his firm put out recently. With a mourning-band around it, the copy said: "To our friends and customers: This is to announce that our offices will be closed for the funerals of Benito Mussolini, Adolph Hitler, Hideki Tojo. In the meantime, buy U. S. War Bonds."

T. HARRY THOMPSON

SALES MANAGEMENT

We've Done a Lot of Talking-- about POST-WAR PLANNING...

Meanwhile we're doing some post-war planning on our own hook.

Because the editors of Sales Management believe that your single biggest problem of the post-war future will be the rebuilding of your selling and distribution organization, we have scheduled to start, at some undetermined future date (you'll have to see General Marshall) a series of articles which will discuss:

- 1. Finding and Training Your Post-War Sales Force — and Your Sales Supervisors.**
- 2. Tested Plans for Handling Specific Training Problems, such as interview procedures, aptitude testing, getting the new man started, developing helpful sales tools, and the technique of handling meetings and conventions.**
- 3. A Series on the Fundamentals of Salesmanship, which will be reprinted for your use at nominal cost, for mailings to salesmen, use in sales meetings, use in building training materials.**

We're not going to tell you—yet—who is going to write these articles, but they will carry Authority. This much we'll say: at least ten of them will be developed in close collaboration with the National Society of Sales Training Executives.

This, then, is a "peep pre-view" of but one project we are planning in the interest of you, our Subscribers.

Sales Management

386 Fourth Avenue, New York 16, N. Y.



Founded in 1916

THE ASSOCIATED BUSINESS PAPERS

205 EAST 42nd STREET • NEW YORK 17, N. Y. • Caledonia 5-4755



(An open letter from Sky "Tell All" Hopper who, after six years with The Associated Business Papers, is leaving to "really get in the publishing business".)

WANTED: A MAN TO TAKE MY JOB

"There is a mighty interesting job open at A.B.P....or at least an opportunity to work into a mighty interesting job.

"Interesting, and I might add, highly enjoyable.

"I've had fun at it anyway. It is fun, you know, to spend most of your time trying to help folks get more for their money.

"You've probably seen the brief A.B.P. doctrine which has been a part of each one of our ads for the past few years:

"A national association of business publications devoted to increasing their usefulness to their subscribers and helping advertisers get a bigger return on their investment."

"I've worked before with outfits that had pretty nice-sounding slogans. But believe me, A.B.P. really means this one, and works at it!

"Just in case you're interested, let me tell you a little of what I have been doing over here to help promote A.B.P.'s objectives.

"(1) I've spent most of my time out of the office, with advertising managers, sales managers, agency people, company heads, and business paper readers. That was so that I could constantly have a first-hand, up-to-the-minute picture of the problems of our customers, the advertisers, and an intimate knowledge of the views and interests of business paper readers.

"(2) I've written the A.B.P. material like the "Guide To Effective War-Time Advertising," and "How You Can Help Your Retailers Solve Their War-Time Problems!" and the advertising that appears in the business press to inform advertising men that this material is available, and to tell how it is being used most effectively.

"Incidentally, one of the most satisfactory things about this job is that I've been permitted...even encouraged...to write the kind of business paper copy that really works; the kind that proves that informative, helpful advertising pulls and pays; the kind that gives the writer the greatest thrill allowed an ad man in this world...the thrill of seeing his work become a tangible and important part of his outfit's operation.

"(3) I have made an average of 15 to 20 talks a year before NIAA Chapters, Advertising Clubs, and business groups throughout the country...talks based, not on my personal opinions or theories, but upon the actual experiences of advertisers who have found ways to make their business paper advertising profitable...who have found ways to use advertising as a tool of management; as a high speed, low-cost vehicle of communication that can help solve all manner of customer-relations problems under any and all conditions.

"(4) I have organized a 'Baby Snooks' field work department. (Called 'Baby Snooks' because the research technique consists of asking 'Why Daddy?' every time the interviewee opens his mouth.) These workers go out and call on the readers of A.B.P. publications to find out what their problems are today; what interests them today; what kind of information they need to help them solve their current problems. These findings are passed along to the advertisers concerned, for what they might be worth as a guide to more useful,

informative, advertising copy. (Don't quote me, but it has been rumored that these findings have, in some instances, helped improve the editorial content, too.)

"(5) In between times I've worked closely with our member publishers to help them make their own promotion more useful and helpful to their advertisers, and to help their space salesmen make the best possible use of the material which their Association dishes out.

"At this point, I've probably created the false impression that I do all these things all alone.

"Nothing is farther from the truth.

"This is an association in which the members are truly interested. We, at Headquarters, work closely with committees, and one of the most active of these groups has been the Promotion Committee consisting of 12 to 15 member publishers, appointed each year by the elected A.B.P. president. These men are chosen in order that the committee shall be representative of all the different types of business papers comprising A.B.P.'s membership. I have worked with six such committees, and each experience has been an education and a pleasure. They're pretty swell gents; they're interested in A.B.P., and, like most of the rest of the members, they believe wholeheartedly that it is good sense to help advertisers get more out of their business paper space.

"They know that successful advertising usually means more advertising. Then, too, they understand that helping advertisers increase the informative usefulness of their copy is a service to their readers.

"In addition to the help of these congenial committees I've worked with, I hardly need mention that the man who really runs the joint, Stan Knisely, is not exactly a novice at business paper advertising!

"(6) Another phase of this job which has helped keep me young has been my work with the Dotted Line Clubs, here and in Chicago (groups comprised of the space representatives of the A.B.P. papers.) And the Promotion Round Tables, in the same cities, in which member promotion managers swap ideas . . . (and never hesitate to kick improvement into our A.B.P. promotion!).

"By this time you must be wondering if I hadn't ought to have my head examined, for leaving such a fascinating occupation.

"I'll confess that my decision to leave was not an easy one to make. But for some time now I've been eager to get into the publishing business, itself. And I've found a spot where the captain and crew understand and believe in the things that A.B.P. has been doing, and where I'll have a real opportunity to apply these principles to, it is hoped, our mutual profit.

"So, here I go...and, perhaps, here you come.

"If you are interested, drop a note to Stan Knisely, Executive V.P., The Associated Business Papers, 205 East 42 Street, New York 17, N. Y. Tell him all about yourself, and don't forget to mention your draft status."

Shy Rogers

Persons now in war work will not be considered.

P. S.

"Just in case a few gentle readers have, in the past, remained impervious to the supposedly irresistible appeal of my A.B.P. ads, there's a coupon handy listing some of the helpful stuff we've been grinding out . . . yours, for FREE, as long as they last."

THE ASSOCIATED BUSINESS PAPERS

Dept. 29, 205 East 42nd Street, New York 17, N. Y.

Please send me, without obligation, my FREE copies of the A B P Advertising Aids checked below

☐ "A Guide to Effective War-time Advertising"

☐ "Mr. President: Meet Your Advertising Manager"

☐ "How You Can Help Your Retailers Solve Their War-time Problems!"

☐ "Intensive Advertising"

☐ "How I Hamstrung My Advertising Agency"

Name _____

Position _____

Company _____

Street _____ City & State _____



"Must work on the night shift!"

Testing Advertising & Checking Sales Records by Paired Cities

THE following tables of paired cities by Population, Retail Sales and Effective Buying Income were suggested by subscriber J. W. Mason, Wilson and Haight, Inc., Hartford, who asked us to suggest "twins" down to 75,000 population from information available through the May 10 Survey of Buying Power.

He will use the pairings for making tests on advertising campaigns; others have expressed similar interest in checking the relative effectiveness of salesmen and the over-all results from unified sales and advertising campaigns.

The pairings may be particularly useful for answering complaints by salesmen that their territories lack the

sales potentials of certain other territories. Salesmen by and large are, at the best, only rule-of-thumb market analysts, and their idea of a city's potentials is pretty likely to be confined to the population figure as quoted in an almanac or a time-table. With these pairings tables you can show that while city A—in the other fellow's territory—may have more people than the complainant's city B, the actual sales or income are considerably less. The source of all information in the tables is SALES MANAGEMENT's copyrighted May 10, 1943, Survey of Buying Power.

Obviously, such tables as we present must eliminate many important marketing centers, because they do not fit into any arbitrarily-prepared pigeon

holes. For example, no city compares with New York on any of the three factors—population, retail sales and Effective Buying Income—and the same is true of Chicago and Philadelphia.

Many other good cities are omitted because they are either too large or too small to be paired off by the simple grouping system we have adopted.

Therefore, a note of caution: Do not assume that these are lists of *best* cities. There are plenty of good ones there, but by no means all. These should be considered as *suggestions* only. Readers can expand the list downward, or construct other pigeon holes in the middle brackets, by consulting the May 10 issue.

The *population* pairings are according to 8 size groups, running from 2 cities of approximately 1,000,000 down to 48 of approximately 75,000; *retail sales* are in 7 pairings with a range of from around \$500,000,000 down to \$50,000,000; 7 groups in *Effective Buying Income* range from about \$1,000,000,000 down to \$75,000,000.

All tables show cities separated by geographic sections so that subscribers can choose (especially in the smaller group of cities) between cities in the same general area, or they can pick one in New England, one in the South, one in the Middle-West, one on the Pacific Coast, et cetera.

For manufacturers making a very low-priced convenience item, *numbers* of people may be the most significant item. They might wish to pair off Jersey City (301) with Columbus (315).

But if retail sales are to be the basis for the pairing, these two cities should not be chosen, for Jersey City's 130 is way below Columbus' 236. Jersey City could be paired with Miami (134), Worcester (131) or Long Beach (131).

On higher-priced or style products, where people with high average income are far more important than mere numbers of people, Newark, Cincinnati and Minneapolis team up beautifully, as do Springfield and Worcester in New England, or Knoxville and Mobile in the East South Central.

All figures in these tables cover city totals only—no county or surrounding trading area figures are included.

THE EXCLUSIVE ESTIMATES IN THESE TABLES ON POPULATION, RETAIL SALES AND EFFECTIVE BUYING INCOME ARE FULLY PROTECTED BY COPYRIGHT. THEY MUST NOT BE REPRODUCED IN PRINTED FORM WITHOUT THE WRITTEN PERMISSION OF SALES MANAGEMENT, INC.

SALES MANAGEMENT

MISSION ACCOMPLISHED...

heading home!

She's hitting her objective "on the nose"... doing her tough assignment bravely and well. Daily she plays her manless role as the arbiter of the home front's wartime destiny.

Beset by rationing and shortages... steering a sure course between high prices and black markets, today's American home-maker comes through safely because she is *trained*.

Her well-thumbed manual for the advice she needs is, as always, *the woman's magazine*. Today millions of women are reading the Companion more searchingly than ever... finding it timely and *indispensable*.

TIMELY...TOPICAL...

TRENCHANT...

that's the August Companion!

Match this for timeliness if you can!... a Reader-Reporter poll on rationing... a story on the four stars of "For Whom the Bell Tolls," and how they were selected... third of the series about amazing new ideas for equipping post-war homes... how to manage baby's arrival at home... how to grow chickens in the garden... rules for cooking those fresh vegetables... how to take a workout with a hoe and stay good-looking... the story of a fashion designer now working the mid-night shift in a plane factory... how one woman made life easier for her husband on the night shift... an interview with the Congresswoman whose bill created the WAACS... and many other up-to-the-minute stories, articles and service features, all focussed on the needs of *now*! That's Companion editorial enterprise at work... giving to the woman who runs the home front a true perspective on her meaning and mission in today's world.



Woman's Home
Companion

THE CROWELL-COLLIER PUBLISHING COMPANY, PUBLISHERS OF WOMAN'S HOME COMPANION, COLLIER'S, THE AMERICAN MAGAZINE

UNDERSTANDING WOMEN IS OUR FULL-TIME JOB

JULY 15, 1943

[79]

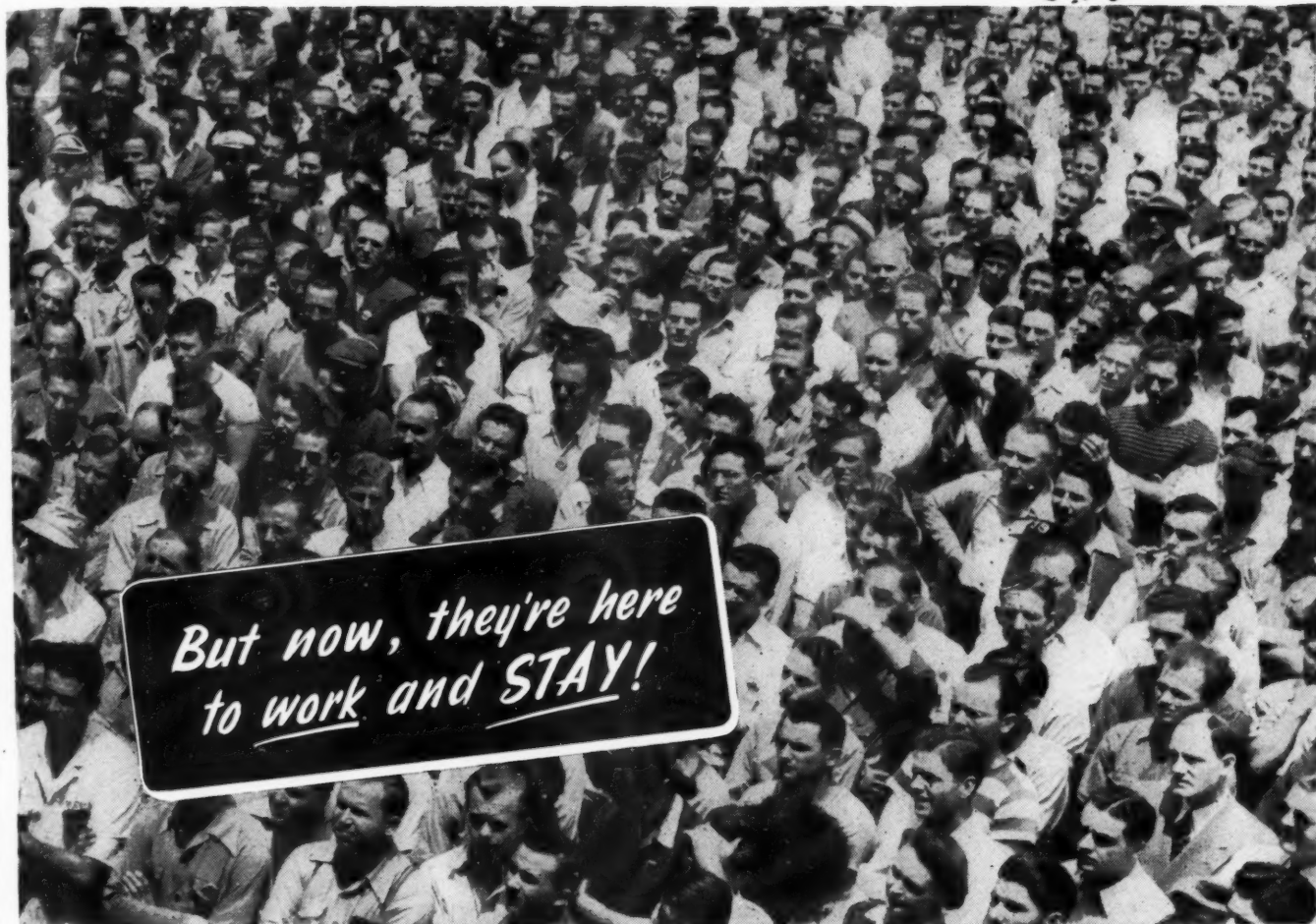
CITY PAIRING BY POPULATION

POPULATION August 1, 1942 (In Thousands)	NEW ENGLAND	MIDDLE ATLANTIC	SOUTH ATLANTIC	EAST NORTH CENTRAL	EAST SOUTH CENTRAL	WEST NORTH CENTRAL	WEST SOUTH CENTRAL	MOUNTAIN	PACIFIC
(a) About 1,000	Boston.....822	Pittsburgh.....872	Baltimore.....945	Cleveland.....900		St. Louis.....851			San Francisco.....715
(b) About 750			Washington.....821	Cincinnati.....460		Minneapolis.....510	New Orleans.....525		Seattle.....450
(c) About 500				Milwaukee.....602					
(d) About 400		Newark.....437		Indianapolis.....415		Kansas City.....431	Dallas.....359		Oakland.....355
(e) About 300	Providence.....254	Hempstead Twp.....275	Atlanta.....317	Akron.....275	Birmingham.....296	St. Paul.....296	San Antonio.....295	Denver.....341	San Diego.....330
(f) About 200	Bridgeport.....177	Jersey City.....301	Norfolk.....253	Columbus.....315	Louisville.....348	Omaha.....233	Oklahoma City.....215	Salt Lake City.....180	Long Beach.....208
	Hartford.....200	Rochester.....330	Richmond.....215	Toledo.....290	Memphis.....311	Wichita.....165	Tulsa.....155		Honolulu.....216
	New Haven.....174			Dayton.....240	Nashville.....177				
	Springfield.....165			Youngstown.....168					
	Worcester.....196								
(g) About 100	Fall River.....116	Allentown.....102	Charlotte.....105	Evansville.....100	Knoxville.....115	Duluth.....102	Austin.....108	Berkeley.....100	
	Lovell.....104	Elizabeth.....118	Savannah.....101	Peoria.....108			El Paso.....108	Sacramento.....111	
	Lynn.....105	Niagara Falls.....92	Tampa.....122	Rockford.....93			Little Rock.....100		
	New Bedford.....114	Reading.....113	Wilmington (Del.).....116	Rock Island-Moline.....89			Shreveport.....115		
	Portland.....108	Schenectady.....100		South Bend.....110					
	Waterbury.....106	Utica.....104		Canton.....120					
(h) About 75	Manchester.....79	Altoona.....76	Augusta.....74	Hammond.....77	Jackson (Miss.).....74	Cedar Rapids.....68	Amarillo.....75	Ogden.....67	Fresno.....65
	Lawrence.....81	Bayonne.....79	Charleston (W. Va.).....72	Lansing.....82		Davenport.....72	Galveston.....75	Phoenix.....72	Pasadena.....87
	New Britain.....80	Binghamton.....80	Durham.....70	Madison.....72		Lincoln.....85			San Jose.....71
	Pawtucket.....77	Chester.....80	Huntington.....82	Racine.....67		St. Joseph.....75			Stockton.....70
		Johnstown.....67	Macon.....70	Saginaw.....85		Sioux City.....81			
		Lancaster.....62	Newport News.....67	Springfield (Ill.).....85		Springfield.....65			
		Troy.....72	Portsmouth.....80	Springfield (Ohio).....76		Topeka.....70			
		Wilkes Barre.....82	Roanoke.....70	Terre Haute.....71					
			St. Petersburg.....71	East St. Louis.....80					
			Wheeling.....65						
			Winston-Salem.....80						

CITY PAIRING BY EFFECTIVE BUYING INCOME

Effective Buying Income (In Millions)	NEW ENGLAND	MIDDLE ATLANTIC	SOUTH ATLANTIC	EAST NORTH CENTRAL	EAST SOUTH CENTRAL	WEST NORTH CENTRAL	WEST SOUTH CENTRAL	MOUNTAIN	PACIFIC
(a) About 1,000	Boston.....1,068		Washington.....1,187	Cleveland.....1,311		St. Louis.....1,077			San Francisco.....1,293
			Baltimore.....1,424			Minneapolis.....682			
(b) About 750		Newark.....714		Cincinnati.....721					
		Pittsburgh.....807							
(c) About 500									
(d) About 350	Hartford.....336	Hempstead Twp.....337	Atlanta.....315	Akron.....373	Louisville.....400	Omaha.....308	Houston.....467		Oakland.....566
	Providence.....370	Jersey City.....318		Columbus.....369	Memphis.....317	St. Paul.....361	Dallas.....402		San Diego.....508
		Rochester.....388		Toledo.....393					Honolulu.....394
(e) About 250	Bridgeport.....263	Syracuse.....246	Richmond.....269	Dayton.....295	Birmingham.....263	Des Moines.....231	Ft. Worth.....278		Spokane.....250
	New Haven.....271				Nashville.....215		Oklahoma City.....208		Tacoma.....221
	Springfield.....231						San Antonio.....277		
	Worcester.....234								

We've got plenty of tourists...



*But now, they're here
to work and STAY!*

Once our tourists came for play—and some day they will again—but now our new arrivals are coming to *work* . . . 416,337* of them in the past three years.

What are they doing? Many are working in our vast, expanded industries—building airplanes and ships, processing metals, oil and rubber . . . *sharing in a monthly workers' payroll of \$75,000,000!*

But will they stay? The answer is in the way Los Angeles has gone industrial—become the center of America's growing aviation industry, a leader in ship building and petroleum, and a *new major producer of steel and other basic materials*. Yes, a vast number of our new workers will be permanent.

To you who advertise and sell, this new industrial activity makes Los Angeles a *greater plus market than ever*. It's something to be reckoned with in your plans for today and tomorrow.

* Los Angeles County Population Increase From 1940 to April, 1943.

FACTS FOR YOUR FILES

How are local advertisers telling and selling this great market? First in the field in Retail Advertising six days against six, seven days against seven, is the home-delivered, family-read Los Angeles Times. First, too, in National, in Classified advertising; and of course, in total advertising!

Los Angeles Times

REPRESENTED BY WILLIAMS, LAWRENCE & CRESMER
NEW YORK · CHICAGO · DETROIT · SAN FRANCISCO

LARGEST MORNING CIRCULATION ON THE PACIFIC COAST

CITY PAIRING BY EFFECTIVE BUYING INCOME

Continued from page 000

Effective Buying Income (In Millions)	NEW ENGLAND	MIDDLE ATLANTIC	SOUTH ATLANTIC	EAST NORTH CENTRAL	EAST SOUTH CENTRAL	WEST NORTH CENTRAL	WEST SOUTH CENTRAL	MOUNTAIN	PACIFIC
(f) About 100	Fall River..... 109 New Bedford..... 119 Pawtucket..... 95	Allentown..... 106 Atlantic City..... 107 Harrisburg..... 114 Reading..... 115 Schenectady..... 115 Utica..... 109 Wilkes-Barre..... 97	Winston-Salem..... 97	Lansing..... 111 Rockford..... 104	Knoxville..... 105 Mobile..... 114	Duluth..... 100	Corpus Christi..... 90 El Paso..... 93		
(g) About 75		Binghamton..... 80 Hoboken..... 70 Johnstown..... 68 Lancaster..... 81 Passaic..... 87 Troy..... 77	Huntington..... 79	Hammond..... 75 Rock Island-Moline 83		Davenport..... 86	Little Rock..... 72	Phoenix..... 79	

CITY PAIRING BY RETAIL SALES

Retail Sales 1942 (In Millions)	NEW ENGLAND	MIDDLE ATLANTIC	SOUTH ATLANTIC	EAST NORTH CENTRAL	EAST SOUTH CENTRAL	WEST NORTH CENTRAL	WEST SOUTH CENTRAL	MOUNTAIN	PACIFIC	
(a) About 500.....	Boston..... 645	Pittsburgh..... 495	Baltimore..... 613	Cleveland..... 625		St. Louis..... 495			San Francisco..... 475	
(b) About 400.....		Newark..... 355		Cincinnati..... 380 Milwaukee..... 416					Seattle..... 375	
(c) About 300.....		Buffalo..... 320	Atlanta..... 251	Indianapolis..... 285		Kansas City (Mo.) 294 Minneapolis..... 335	Houston..... 261		Oakland..... 293 Portland..... 290	
(d) About 200.....	Hartford..... 186 Providence..... 210	Hempstead Twp. . 173 Rochester..... 215	Richmond..... 153	Akron..... 181 Columbus..... 236 Dayton..... 175 Toledo..... 200	Birmingham..... 175 Louisville..... 210 Memphis..... 206	St. Paul..... 203	Dallas..... 230 New Orleans..... 216	Denver..... 226	Honolulu..... 222 San Diego..... 196	
(e) About 100.....	Portland..... 90 Bridgeport..... 112 New Haven..... 124 Springfield..... 126 Worcester..... 131	Albany..... 92 Trenton..... 93 New Jersey City 120 Paterson..... 121 Syracuse..... 158	Miami..... 134 Norfolk..... 104 Wilmington..... 92	Flint..... 110 Grand Rapids..... 123 Youngstown..... 116	Nashville..... 110	Des Moines..... 103 Omaha..... 142 Wichita..... 96	Fort Worth..... 126 Oklahoma City..... 120 San Antonio..... 129 Tulsa..... 93	Salt Lake City..... 103	Long Beach..... 131 Tacoma..... 101 Sacramento..... 98 Spokane..... 97	
(f) About 75.....	Waterbury..... 71	Passaic..... 69 Allentown..... 67 Scranton..... 78 Camden..... 76 Erie..... 74 Harrisburg..... 72 Reading..... 73	Charlotte..... 80 Jacksonville..... 88 Tampa..... 74	Evansville..... 68 Fort Wayne..... 88 Canton..... 87 Lansing..... 81 Peoria..... 83 Rockford..... 68 South Bend..... 68	Chattanooga..... 84 Knoxville..... 70 Mobile..... 69			Phoenix..... 72	Pasadena..... 66	
(g) About 50.....	Fall River..... 57 Lowell..... 53 Lynn..... 53 New Bedford..... 55 Pawtucket..... 59	Johnstown..... 52 Lancaster..... 50 Schenectady..... 56 Troy..... 42 Utica..... 61 Wilkes-Barre..... 58 Yonkers..... 64 Allentown..... 67 Atlantic City..... 66 Elizabeth..... 66	Huntington..... 45 Winston-Salem..... 40	Hammond..... 45 Rock Island-Moline 48 Gary..... 52		Davenport..... 44 Duluth..... 57 Kansas City (Kans.) 54	Corpus Christi..... 47 El Paso..... 46 Little Rock..... 61 Shreveport..... 61			

IN AFRICA, THE PACIFIC AND PROTECTING OUR COASTS— RUBBER IS IN THE FOREFRONT

Every jeep, every plane, every tank and every truck rolls to the front and stays there—on rubber.

That is why the rubber industry is so prominent and important today and, with a million long tons of synthetic on the way, its activity will increase. That is why India Rubber World is carrying more business this year than since 1930—because it is aiding in the war effort by telling the how and why of modern rubber in its pages.

Over twenty new accounts have been booked since January—more are on the way.

Let us tell you about the rubber trade today—what it's doing and the market it offers.

Circulation, advertising rates and market data on request.



INDIA RUBBER WORLD

386 Fourth Ave.

New York 16, N. Y.

Benrus, Heinz, P.&G. Promotions Sell \$500,000,000 of War Bonds

A. N. A. estimates that 1,250 national advertisers have devoted \$200,000,000 worth of space and time to war themes. Much of this campaigning pushed Bond sales. Herewith the story of the people, plans, and monkeyshines behind three typical Bond drives which raked in half a billion dollars for Uncle Sam.

BY LAWRENCE M. HUGHES



ADVERTISERS are promoting Victory even more effectively than they've prompted products and services.

Association of National Advertisers estimates that 1,250 national advertisers thus far have devoted \$200,000,000 in space and time to war themes. Thousands of local and regional advertisers increase the total.

For example, as Secretary Morgenthau will tell you, several thousand advertisers had a lot to do with the fact that the Second War Loan Drive, in April, exceeded its three-week quota of \$13,000,000,000 by about \$5,000,000,000.

From recruiting nurses and glider pilots and Crop Corps members to fighting forest fires and Black Markets, advertisers already are helping on about 75 different war programs, through the Office of War Information and the War Advertising Council. Perhaps their biggest job has been on War Bonds.

Three advertisers—Benrus, Heinz

and Procter & Gamble—have initiated special promotions that have been responsible for the sale of more than a half billion dollars of War Bonds.

At New York's Waldorf-Astoria, on June 8, Benrus Watch Co. sponsored the launching of a "Baseball War Bond League." Thirty-six players of the New York Yankees, New York Giants and Brooklyn Dodgers were "auctioned" to highest bidders among 1,600 leading executives of American industry who were present. Dixie Walker of the Dodgers, drew \$11,260,000 and Arkie Vaughan, \$11,000,000. For the 36 players nearly \$100,000,000 in War Bonds was pledged. The auction was broadcast over WJZ.

Each sponsor also was committed not only for the amount of his bid at the luncheon, but for additional amounts based on the performance of his player from June 15 to the end of the baseball season. He must buy \$2,500 in War Bonds for each single, \$5,000 for each double, \$7,500 for each triple, and \$10,000 for each

Walking encyclopedia John Kieran of Information Please (L.) sold an old typewriter from World War I on one of the program's War Bond broadcasts.

Pennies came by the bagload to Mrs. Mullane, thanks to Ralph Edwards of Truth or Consequences (center below). He sold Bonds that way for 14 weeks.



Ted Koepfer

SALES MANAGEMENT

r Apples, Mr. Kaiser?"

"I hope that you are one of those who'll see to it that none of us will be selling apples on the street when this war is won," the young soldier said to Henry Kaiser.

WHAT BETTER ANSWER than Mr. Kaiser's inspiring words to the graduating class of Washington State College . . .

"Our tools and machines are wearing out; our substance is being consumed; our transportation system creaks and groans; our highways are inadequate; our people lack safe and comfortable housing, perhaps by millions of units. *There is demand enough in sight to keep every productive force in America working to capacity for 25 years.*"

May we shake your hand on that, Mr. Kaiser?

The building of the new America is going to be done by courageous, venturesome men. Men who are "self-starters."

The job is going to be done by lots of men in lots of ways . . . some great, some seemingly small. By the man who pours a concrete ship in three days. By the man who designs a portable radio to fit your hip pocket. By the man who discovers a way to simplify so prosaic a product as a door lock.

The job is going to be done by men quick to visualize all that these new developments portend . . . to adapt them to other products and businesses . . . for more jobs and better living for more people. *Men whose vision and enthusiasm will make them missionaries for the new.*

And where do you find such men?

This news-picture magazine of science and industry, **POPULAR SCIENCE** Monthly, serves 700,000 of them. Some are presidents. Some are engineers. Some are electric welders. One of them may be Henry J. Kaiser.

Their common denominator is not title, nor income, nor any of the conventional yardsticks. It is a *state of mind*. Whether they're established leaders, or young men on-the-way-up, they have a mental-mechanical-inquisitiveness that makes them want to know *how things work*.

They're tomorrow's pacemakers . . . and if you, or your product, or your company plan on having a part in that tomorrow, we recommend you start talking to them today.



THE NEWS PICTURE MAGAZINE OF SCIENCE AND INDUSTRY

Pacemaker Henry J. Kaiser with a 14-foot model of one of his famous Liberty ships.

**"BOOM-Baby" IN MIDWEST'S
NUMBER ONE "BOOM-TOWN"**



Photo: Montague Studios

Janice Johansen is 8 months old. "Boom-Baby" with a future—because she was born in a "Boom-Town" with a future. Her dad is building a future with the Boeing Airplane Company.

Wichita has zoomed up to #1 sales hot spot of the Middle-West. And it's there to stay. A booming, new industrial and aviation center with plans for the future—set in the heart of America—rich in natural resources.

Put yourself in solid in the Wichita area now. Radio Station KFH will do the job for you.

**That Selling Station
in Kansas' Biggest, Richest
Market!**

**KFH
WICHITA**

**CBS—5000 Watts Day & Night
Call Any Edward Petry Office**



Glenn D. Gillett Compiled Field Strength Distribution Based on Performance and Previous Survey Measurements—5000 Watts Day and Night—October 1941



BARTON



DAWSON

A.F.A. ELECTS OFFICERS: At the annual business meeting of the Advertising Federation of America at the Waldorf-Astoria, New York City, Bruce Barton, president, Batten, Barton, Durstine & Osborn, Inc., New York City, was elected chairman of the board of directors; and Joe M. Dawson, president, Tracy-Locke-Dawson, Inc., New York City, was elected president. Other new officers include Clara M. Zillesen, advertising manager, Philadelphia Electric Co., secretary; and Robert S. Peare, manager, Publicity Department, General Electric Co., Schenectady, treasurer. Charles E. Murphy was reelected general counsel.

home run made by his player, for the last three and one-half months of the season.

A pitcher's sponsor, in addition, must buy \$35,000 of bonds for each game won, unless the game is a shut-out. In that case, he buys \$50,000!

For the three and one-half months, it is estimated a sponsor will average about \$500,000 in War Bonds.

At the end of the first week, the sponsor of Charlie Keller of the Yankees bought \$47,500, on the basis of four singles, two doubles, one triple and two homers in that period. Dixie Walker's sponsor bought \$45,000, and the sponsor of Sid Gordon of the Giants, \$42,500. The 29 players who scored that week represented \$575,000 in War Bonds.

A lot of radio programs plug War Bonds, but two—H. J. Heinz Co.'s "Information Please" and Procter & Gamble's "Truth or Consequences"—have gone for them in a great big way.

In five "War Bond performances," between December 4 and June 28, "Information Please" sold a total of \$272,962,000, reports Dan Golenpaul, owner of the show. The bulk of this—\$203,345,000—was at Hartford on April 12, during the Second War Loan Drive. Most of it was purchased by insurance and other firms there. Two weeks later, on April 26, at Chicago, the efforts of Clifton Fadiman, John Kieran, Franklin P. Adams and the rest of the experts resulted in sales of \$52,438,000.

"Information Please" started bond

selling at Boston on December 4, when the program was sponsored by American Tobacco Co., with a volume of \$4,036,000. This was followed, five weeks later, on January 8, with \$6,324,000, at Philadelphia. The "campaign" ended with \$6,818,000, at Chicago on June 28.

Procter & Gamble's "Truth or Consequences" went into War Bond selling consistently in a 14-week tour which began at Pawtucket, R. I., on March 13, and ended at Oakland, Cal., on June 12. Two weeks later, the show went on a summer vacation, but it will be back, presumably selling more bonds, on August 28.

In the 14 weeks, due largely to the showmanship and salesmanship of its impresario, Ralph Edwards, "Truth or Consequences" rolled up a War Bond total of \$188,481,082, as follows:

Pawtucket, \$504,000; Buffalo, \$811,725; Toledo, \$1,025,455; Cincinnati, \$7,548,475; Indianapolis, \$10,619,425; Topeka, \$3,408,864.04; Denver, \$6,118,129.25; Spokane, \$7,518,830; Seattle, \$32,112,625; Portland, Ore., \$109,915,391; Salt Lake City, \$1,579,650; San Francisco, \$4,101,000; Glendale, Calif., \$2,570,088; Oakland, \$1,210,000.

The odd figures after certain of these cities, such as Topeka and Denver, it is pointed out, bear witness to the fact that they represent cash sales of bonds and stamps—not pledges.

Both "Truth or Consequences" and "Information Please" attracted large

SALES MANAGEMENT

crowds at each performance. Often there were special promotion and inducements.

John Kieran, for example, sold an old typewriter which he had used in World War I as a contribution to the fund raised by the City of Chicago to purchase a new cruiser "Chicago." The figure on this was not released.

Both of these shows are broadcast on NBC.

Although nearly all CBS shows have gone to bat for War Bonds on one occasion or another, Kate Smith, for General Foods, and Dave Elman's "Hobby Lobby," for Colgate-Palmolive-Peet, are the only ones with actual figures to report.

Report Actual Figures

On Saturday, April 24, Mr. Elman took his program to Washington and held a "Victory Auction" as a feature of it. Mr. Elman warmed up for this at New York a few days before with an auction at Saks Fifth Avenue, in which he sold autographed galleys of Wendell Willkie's book, "One World," for \$100,000 in War Bonds; an Easter bonnet and gown for \$11,000 (in War Bonds), and a permanent wave by Antoine, for \$800 in bonds.

The Washington items included a Japanese trophy offered by Lieut. Col. W. L. J. Bayler, "last man off Wake Island," and Manuel Quezon's Philippine Presidential flag, offered by President Quezon's daughters. "Hobby Lobby's" bond volume that night was \$792,000. Earlier Elman auctions, last winter, brought \$100,000 and \$85,000.

No performers probably worked more intensively as bond salesmen than did Kate Smith and her manager, Ted Collins, last October.

Starting at 6 A.M. on October 6 and ending at 2 A.M. on October 7, this pair plugged War Bonds around the clock over WABC, and wound up with a day's total of more than \$2,000,000 from 33 states and 228 communities. On October 28, over 121 CBS stations, from Washington, this drive was repeated, for a total of \$1,016,750.

The "Quiz Kids," broadcast over the Blue Network by Miles Laboratories, rolled up bond sales of \$1,278,875 at Philadelphia; \$500,000 at Des Moines; \$250,000 at Washington, D. C. These were broadcast performances. Miscellaneous non-broadcast shows of these kids have brought in \$50,000, and bonds paid out to performers on the program by June 22 totaled \$88,500.

"The Breakfast Club" sponsored by Swift & Co. and others on the Blue is credited with being the spark plug

for a nationwide series of War Bond breakfasts. Since the first \$1,000,000 breakfast in Birmingham on July 1, 1942, the Treasury Department reports that a total of \$73,765,208 has been sold at War Bond breakfasts, luncheons and dinners. A Chicago "Heroes' Day" breakfast alone sold \$4,500,000.

Although some radio executives say that "War Bond sales attributed to radio programs are very misleading and cannot be given with any great amount of accuracy," the fact remains that radio shows are responsible for

a considerably large bond volume.

So are the promotions of advertisers in other media.

In Canada and England the governments plan and pay for advertising campaigns to raise the money they need to do their part to win the war.

In the United States, the War Bond promotion job, under Treasury guidance, rests largely with advertisers, advertising agencies and media and services and a lot of individual performers.

They are determined to see this job through.

WORCESTER, MASS.

City Zone Population

235,125

● A MUST Market in New England

Total population of City and Retail Trading Zones is 440,770
— all within an average 18-mile radius of Worcester stores.

War orders have sent Worcester's buying power to an all-time high. Worcester's average weekly industrial wage in 1942 was \$44.08 — 17 per cent above the U. S. average, 27 per cent above the Massachusetts average. Worcester's PER CAPITA SAVINGS rose last year to \$952!

The Telegram-Gazette blankets this densely-populated market — the heart of industrial New England.

The TELEGRAM-GAZETTE
WORCESTER MASSACHUSETTS
GEORGE F. BOOTH, Publisher
PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES
OWNERS of RADIO STATION WTAG

How to Measure the Potential Value Of Your Radio Advertising

Following his analysis of the "coincidental" and "recall" methods of radio audience measurement by telephone sampling, Mr. Manville here summarizes nine factors you should consider in judging the value and importance—to you—of a "rating."

BY RICHARD MANVILLE

Director of Research
Warwick & Legler, Inc.
New York City

(This is the fourth of a series of articles by Mr. Manville on radio advertising. Previous articles on the same subject appeared in the April 1, 1943; May 1, 1943; and June 1, 1943 issues of SALES MANAGEMENT.—THE EDITORS.)

"THE unfortunate thing about using 'ratings' so glibly, is that while time buyers and radio executives are aware of its errors, they finally become so imbued with the use of reports, that after a while they completely forget all the shortcomings and the possible errors in radio reports.

"I think there is no case in advertising where projection of statistical reports can be used less than in radio," concluded an experienced advertising executive, "yet it seems that in radio percentages are projected more frequently than in any other types of studies."

That about sums up the "rating" picture. A "rating" is useful. But it also has its shortcomings.

Ratings Only One Yardstick

Today radio's most widely used method of evaluating its performance is probably the telephone-obtained "rating."* These telephone-obtained "ratings" (published periodically by 2 rating services: C.A.B. and HOOPER), have been frequently (and often incorrectly) used as the final word as to what is successful, and what is unsuccessful, in radio programs.

After all, "ratings" are only one of radio's yardsticks to determine the potential value of radio advertising. Other methods are: personal interviews, automatic recording devices, mailed responses, questionnaires, panel

* A rating is . . . "the percent of radio homes, with telephones, in certain larger cities, found listening to a particular program." Recall: "Do you remember listening to a program?" Coincidental: "At this moment what are you listening to?"

techniques, cash register tests, etc.

This discussion continues last month's examination of the telephone as a means of obtaining a "rating" on a radio program's performance. The previous article attempted to show: what a "rating" is, how it is obtained, cities used as "checking points," what questions are used. It discussed, in part, the telephone technique as generally used to secure "ratings."** It pointed out that listening habits, as generally plotted by the use of the telephone-obtained rating, may vary widely between rural and urban areas; that listening habits may also vary between telephone and non-telephone homes. It suggested that the most valuable help that a telephone-obtained "rating" can give an advertiser (and an important help it is, too!) is to enable him to watch the trend of his audience, week to week, in certain larger cities, in homes available for interviewing by telephone.

Hit or Flop

The article in the June 1 issue showed these two qualifications to remember before you decide that your program is a hit or a flop, based purely on "ratings:"

1. *While listening habits may vary widely between urban and rural localities, a "rating" is based only on telephone calls to urban (larger city) territories.*

2. *While listening habits may vary widely between telephone and non-telephone homes, the telephone-obtained "rating" is obtained only from telephone owning radio homes.*

** "Recall" rating measures the impression that a program created among those interviewed. It measures recalled use of a radio set at any time during a program. "Coincidental" measures listening traffic, minute by minute, regardless of a program's ability or inability to make a conscious impression.

Here are some additional factors to weigh before you go "all out" in making a decision based purely on a radio "rating:"

3. *Territory (number of radio families) covered by your hook-up.* Another factor to consider lest you enthusiastically project your "rating" against the "homes" in the country, and come up with a "figure" of "30 million people reached" (or some other theoretical sum), is the size of the hook-up you have bought; that is, the number of radio homes reach-able (and reached!) in the territories covered by member outlets of the network you buy.

Assuming that you bought 53 stations on one network, and your competitor has bought 84 stations on another network, you can be reaching, oddly enough, the same number or more—or less—radio homes than he.

If you are both reaching the same audience, based on scientific stratification—then your ratings are comparable.

It isn't the number of stations you buy—it's the circulation you can reach (potential); are reaching (actual).

A "rating" *per se*, to be actually comparable, among other things (see S.M. May 1, 1943) must be able to assume that you and your competitor are reaching the same number and type of radio audience, in the same parts of the country, the same number of times a week. This is easier to assume than to prove. In other words, unless you and your competitor can reach the same number and type of radio homes, your ratings are not strictly comparable.

4. *Audience Turnover.* Although your audience size may be constant, its composition and overall size may be changing.

While your show may have, let's say, an estimated two million listeners at any one time, the total audience you reach, at the end of a week, or month, may be 2, 4, or 6 times that one-time audience, depending on the schedule of your show, such as once a week, five times a week, etc.*

* C. B. S.'s study, "Roper Counts Customers," showed that "the average frequency of listening on once-a-week programs was 2.8 times a month; for 3 times-a-week programs—5.2 times a month; for 5 times-a-week programs—8.2 a month; for 6 times-a-week programs—9.2 times a month."

Why does every survey give

parade

top readership among magazine sections?

TOP READERSHIP among all magazine sections belongs to Parade for just one reason:

It's editorial supremacy.

Every creative person in Advertising, striving for high readership, will be interested in following the behind-the-scenes story of Parade's editorial formula. This is the first advertisement explaining it. Read every Parade advertisement and every message mailed to you by Parade. It will help you make better advertisements, honestly.



Count Ciano — Son-in-Law

Benito Mussolini — Father-in-Law

CONTINUOUS surveys tell Parade Editors what topics have the highest public interest. Choosing their subjects from those of greatest appeal, Parade Editors then use their unique approach.

IN THIS story of a father and his son-in-law, pictures available to all editors were used. But "The Parade Touch" was applied — the dramatic choice and arrangement of dramatic pictures.



CAPTIONS that blend and synchronize with skillfully-cropped illustrations result in fast, impelling impressions.

MOODS are conveyed — not mere action portraits. The very essence of the Mussolini-Ciano relationship springs at you from Parade's pages.

THIS "Parade Touch" is only one phase of Parade editing — by no means the most important. Follow this series carefully in this publication. Further secrets told next month!

Akron Beacon Journal
Bridgeport Sunday Post
Denver Rocky Mountain News
New Bedford Standard Times
Portland (Me.) Sunday Telegram
Syracuse Herald-American
Youngstown Vindicator
Jacksonville Florida Times Union

Chicago Sun
Detroit Free Press
El Paso Times
Nashville Tennessean
Newark Star Ledger
Toledo Times
Washington Post

Total Circulation about 2,000,000

parade

"By definition, the standard techniques measure a broadcast, rather than a series of programs," a C. B. S. report states. "They ignore a vitally important hidden factor in the true measurement of radio audiences—the turnover factor."

One of the most complete statements of the "turnover" principle was published in the same report, which quotes a CBS monograph: "The Passing of the One Night Stand." "Turnover in audience," it states, "is based, of course, on the fact that, although many people will 'follow' a program

regularly week after week so that the advertiser reaches them *four* times in the course of 4 broadcasts there is also a *revolving* audience for that program: the people who listen to it once, twice, or three times a month. And those who listen even less than once a month."

In any event, the turnover-ratio is a multiple of the one-time audience. In either case, it means people. (In contrast, frequency-of-listening is not a multiple of anything, and it means number of *times*, not number of people.)



The Management of WTAR Radio Corporation Takes Pleasure in Announcing Results of the Semi-Annual Audit of Listening in the Norfolk, Portsmouth, Newport News, Virginia area made at the request of Stations WTAR, WRVA, and WGH by C. E. Hooper, Inc.

	8 A.M. TO 12 N.	12 N TO 6 P.M.	6 P.M. TO 10:30 P.M.
STATION WTAR	57.5%	62.7%	69.0%
STATION B	18.4%	17.8%	14.9%
STATION C	16.1%	16.2%	12.0%
STATION D	1.9%	0.5%	1.8%
OTHERS	6.1%	2.8%	2.3%

(Stations will be identified upon request)



RADIO STATION WTAR

NORFOLK, VIRGINIA

5,000 Watts

N B C Network

National Representatives: Edward Petry & Co.

5. Radio program "competition" may vary between the checking point cities vs. rest of country. C. A. B. and Hooper do their interviewing in 33 and 32 cities respectively. In the case of a program like "Watch the World Go By" (reported in a recent memorandum by F. M. Thrower, Jr., V.P., the Blue Network), which uses 125 stations, 92 cities were not measured at all.

"This would not be so bad if the 33 cities were representative of the whole country," his memorandum continued, "but they are frankly not."

"Ratings" are obtained from calls made to telephone homes in certain checking cities. These cities were selected, among other reasons, because they have outlets for the *four* national networks. Most cities of course, are not outlet cities for *all* four networks simultaneously. So, cities like New York, Chicago, etc., cannot be said to reflect listening in Manchester, N. H., Oklahoma City, or Bakersfield, Calif. C.A.B. and Hooper cities account for only about one-third of the radio homes of the country.

The "Unrated" Audience

"The question came up, with regard to this Ford program, 'Watch the World Go By.' What is the audience *outside* of the 32 rating cities? What percentage of audience does it reach in the 93 non-Hooper cities, among the unsurveyed two-thirds? Also, because this is a seven-day-a-week program, the factor of audience 'turn-over' had to be taken into consideration to a greater degree than with programs of less frequency." Hooper was asked to make two new surveys: a rating survey in 30 representative cities *other* than the Hooper cities, and a 'turnover' survey.

Here were the results of ratings for the week 11/17/42:

32 Hooper cities—4.9 (at that time) rating.

Cities with Blue Station outlet and 2 more network outlets—5.7 rating.

Cities with Blue Station outlet and 1 more network outlet—10.7 rating.

Cities with Blue Station outlet only—16.2 rating.

"These figures prove a reasonable assumption," Thrower's memorandum concluded, "that the program reaches a much wider audience in a town which has only *one* network station than it would in a city like New York with more than 20 stations. The report further showed that in 4 months the program had reached at least 40%

* Checking point cities: what they are, and how they are selected. See SALES MANAGEMENT, June 1, 1943.

SALES MANAGEMENT

Table A

The Chicago Tribune Studies

Listening Habits

(Note: Of Chicago's 29 telephone districts, only 25 were used in this survey: 2 were commercial, hence excluded; 2 were incomplete. It should be noted further that Chicago is one of the highest home telephone-owning cities in the country. The usual average for large cities, is much lower, perhaps not above 40%.)

I Neighborhood Incomes	II No. of Families	III % of Families of Total	IV % of Total Telephone Homes	V % of Sub- scribers	VI % of Total Dialings	VII % of Dialings to Tele- phone Homes
"A" Districts	43,300	5.13	8.05	96.3	5.70	7.29
"B" Districts	191,750	22.76	29.76	80.3	26.04	7.68
"C" Districts	344,800	40.96	44.17	66.3	44.92	8.10
"D" Districts	161,400	19.16	12.71	40.8	15.70	10.83
"E" Districts	101,000	11.99	5.31	27.2	6.64	10.57
TOTALS	842,250	100.	100.	61.3	100.	8.38

Key:

Column I — Various neighborhoods, designated as A,B,C,D,E, based on income, rentals paid, etc.

Column II — Number of families in each economic stratification, living in the city of Chicago, based on the 1940 Census.

Column III — The percent of the families, living in Chicago, who fall into each income level.

Column IV — The percent of homes in each economic group who have telephone; i.e., While 5% of the families living in Chicago at that time were in "A" income levels, they had 8% plus of the phones. While 12% minus of the fam-

ilies were of "E" income level, they had only 5% plus of the phones.

Column V — The percent of homes in each income level in which there are telephones.

Column VI — How the telephone dialings were pro-rated in this study. Notice that in this study, their survey follows telephone homes more closely than it does actual income levels. In this case they were more interested in listening habits of the telephone-owning homes than the city as a whole, telephone or non-telephone.

Column VII — Showing that of the city's telephone homes, only about 8% of the total (in this survey), were called. (The size of the "sample.")

of the Nation's radio homes — anywhere from 1 to 7 times a week."

6. Were interviews also stratified by income levels? Another thing to keep in mind as telephone-obtained "ratings" are studied is the question: "What proportion of income levels are these telephone interviewers reaching?"

A comparison chart of distribution of radio owners versus telephone subscribers would run about like this (according to one source):

	Income Levels			
	A	B	C	D
Telephone Subscribers ..	1	2	4	2
Radio Owners	1	2	4	8
Difference	0	0	0	6

When telephone calls are made at random, you can miss three-quarters of the D income groups. This D group in the aggregate, may be numerically* the most important market of all. It is, therefore, essential that any radio checking done should attempt to sample your income levels proportionately.

Here's an interesting case history of

a telephone survey on Chicago listening habits done some 2 years ago by the Chicago Tribune.

At that time, according to 1940 census figures, the Chicago picture as to income levels, telephone ownership, and proportions of telephone calls made, shaped up as shown in Table A (above).

"Ratings," as we have previously discussed, are obtained from calling a small sample of the whole audience. This is similar, in concept, to the overall U.S.A. picture obtained by Public

* Here are the latest available figures (as of 3/1/43) on overall income of the U.S.A. for 1942, according to an OPA study, "Civilian Spending and Saving, 1941, 1942:" "In 1942 there were slightly over 41 million 'spending units' consisting roughly of 33 million families of 2 or more persons and 8 million 'single' civilians." Here is how they shape up:

Spending Units	Numbers in %	Cumulative %
Under \$1,500/annum	40%	40%
1,500-3,000	34%	74%
3,000-5,000	18%	92%
5,000-10,000	6%	98%
10,000 and over ..	2%	100%

In 1942 . . . 74% of the families earned less than \$3,000 a year.

20
YEARS OF

Leadership!

590 K.C.

BASIC
NBC

5000 WATTS

OMAHA+
200 MILE RADIUS

JOHN J. GILLIN, JR., PRES.
JOHN BLAIR & CO., REPRESENTATIVE

Opinion Polls, such as are made by Dr. George Gallup, Elmo Roper, The Denver Institute of Public Opinion, etc.

While we know that public opinion polls, if properly cross-sectionalized, can be amazingly accurate, we also have evidence from the past that they can be unreliable and misleading, when not properly handled.

Radio surveys, made by the use of the telephone, can be very much like that too. While the telephone enables radio to measure a "sample" ra-

dio audience, keep in mind, please, that an overall figure can be based only on the listening (and buying) habits of the *test batch*.

If 90% of the votes to a public opinion poll *come back* from the A economic level, your answers will reflect only the opinions of the A group — *not the whole* population. (Regardless as to how they were sent out.) They may be sent out proportionately to all income levels, but the *returns* may come in heavier from one group than from another. Telephone surveys,

unless properly stratified by *all* population characteristics, can lead you to similar erroneous assumptions.

For example, if you dialed every home in New York City which has a telephone — you would only reach 39% of the homes (and, at that, probably, upper income homes). In New York City at about 61% of the homes *do not* have a telephone. (You might compare these figures with Chicago, to show how territories vary.)

Telephone - interviewing a given segment (The Chicago *Tribune* sample was 8%) of your audience results, as mentioned, in a certain percentage, telling you that they were or were not listening to your program. This gives you, as mentioned, a "rating."

Recall or Coincidental

7. *Difference in Arithmetical Methods used between "recall" and coincidental.* Still another point to consider before you compare your "ratings," is the difference in the arithmetical methods used.

"Ratings" may be secured either by the "Recall" or "Coincidental" method. How the arithmetic is arrived at is interesting in itself. Sometimes a "coincidental" obtained rating is higher than a "recall" rating. Sometimes the reverse is true. How come?

Let's take an imaginary case history furnished by Sam Gill to illustrate this point. See Table B on page 95.

In addition to the basic difference in arithmetical method between recall and coincidental, other variations in ratings for a show measured by both methods is probably due to "fundamental differences between conscious impression listening and the average of the ebb and flow of listening traffic."

8. *Other "variables" inherent in a "rating."* Here, for example, are six variables listed by radio researcher Hooper, which may influence the size of a radio program's "rating." Any one of the *last five*, if not eradicated or weighted in the rating, may easily mislead your estimate of variable No. 1—*inherent popularity of the program itself*—that really concern most advertisers.

Variables as they affect a rating: (A) Inherent program popularity. (B) Competition of program broadcast simultaneously. (C) Station "following" (i. e. "I like WOR's programs," "I like WABC's programs," etc.) (D) Time of reception. (E) Reception potential (percent of families at home and away). (F) Method of questioning.

There, then, are the eight general qualifications to bear in mind before

SOME LOAD!



It takes a BIG medium to cover the big area of East Texas-North Louisiana-South Arkansas. That's why scores of alert advertisers choose KWKH to *sell now* and to *build sales* for the future. Include KWKH on your schedule to reach this important market — a region teeming with war activity. It's classified by Assistant Director, Bureau of Census, as one of few in the United States "having excellent prospects of retaining wartime growth."

CBS sets net daytime circulation at 313,000 radio homes; net nighttime at 425,000. Ask Branham Company for further details.

CBS
50,000
WATTS

cover it with
KWKH
A SHREVEPORT TIMES STATION
SHREVEPORT, LOUISIANA

The
SELLING
POWER
in the
BUYING
MARKET

Table B

Recall and Coincidental Arithmetical Methods: An Imaginary Case History

Program	As Measured by Recall Method	As Measured by Coincidental Method
No. of calls (dialings)	2,000	2,000
No answer	1,000	1,000
Answers	1,000	1,000
Listening to Program X	200	200

Rating = $\frac{200 \text{ listening to Program X}}{1,000 \text{ at home}}$ $\frac{200 \text{ listening to Program X}}{2,000 \text{ dialings}}$

$\frac{1}{5} = 20\% \text{ "Rating" for Program X}$

$\frac{1}{10} = 10\% \text{ "Rating" for Program X}$

Recall rating 20%

Coincidental rating 10%

The Reasoning:

The number of set owners *actually interviewed* in these cities where the investigations were made, and which are also reached by the programs' network, is taken as 100%.

The % of the radio sets reported tuned to program X is represented by a percentage of that 100%—i. e., set-owners interviewed.

It is felt by those who compute ratings on this base, that while you were not at home at the time the phone rang, you might have been home any time during the previous interviewing period. (Recall ratings can be adjusted for "no answers." It has been done.)

Hence, you use in the base, only the people actually interviewed (reached by phone); or 1,000 reached, of which 200 were

listening equals 200

1,000

or 20%.

The Reasoning:

We are checking on the percentages of people who *are listening* to the radio program.

If they are not at home at the time you call, they cannot answer the phone. Hence, cannot be listening.

If they do answer the phone at the time you dial, you then ask to what program they are listening.

But, inasmuch as you called (to go back to our theoretical example), 2,000 people—and of them, only 200 were listening to your program, your rating (representing those who were actually listening) is most accurately expressed by a percentage of the homes listening, divided by the total number of homes dialed.

In other words 200/2,000, or 10%, of the homes called were listening to the program at the time you called.

Note: Who is to say one method is superior to the other? No one method is perfect. All have advantages as well as disadvantages.

you take a rating, any rating, on its face value.

In addition to these consider this last, perhaps *most important* factor, in evaluating any rating:

9. *There is no necessary correlation between sales and ratings*, hence low rated shows might be selling

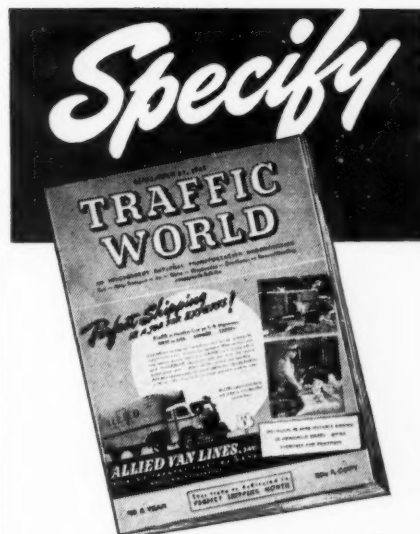
more goods for you than a high rated show. It depends on what you want your program to accomplish. (See SALES MANAGEMENT, April 1, 1943.)

Next month's issue will conclude the discussion on telephone-obtained ratings by giving, in general, the overall advantages and disadvantages of telephone obtained ratings.

WBZ
Boston's most powerful station
50,000 WATTS

WESTINGHOUSE RADIO STATIONS Inc

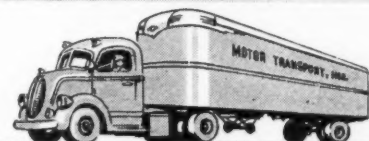
JULY 15, 1943



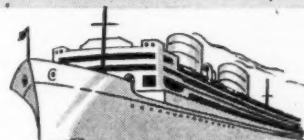
TO REACH BUYERS OF



RAIL



HIGHWAY



WATER



AIR

**TRANSPORTATION,
EQUIPMENT, MATERIALS,
AND SUPPLIES**

**THE ONLY ABC-ABP PUBLICATION
REACHING THESE EXECUTIVES**

*Everyday Working Tool in Shipping
and Transportation*

**SUBSCRIPTIONS \$15.00 A YEAR
(52 issues)**

OVER 80% RENEWALS

Write for Specific Market Data

**TRAFFIC
WORLD**

SO. MARKET ST. • CHICAGO, ILL.

Braniff Talks to Main Streeters About Post-War Air Travel

THE war, helped by advertising, has fostered in the public mind a global concept of air travel in which world distances have shrunk to the proportions of an ordinary timetable. In the post-war world, London will be a few hours' jump from New York, and Dakar a whistle stop on a week-end jaunt to

Cairo; Wendell Willkie will hop off for a bear hunt in Siberia and be back at his desk within a week; and places like Pago Pago, the Riviera and Cape Town will vie with Niagara and Yellowstone in the travel ads in Sunday newspapers.

It's a thrilling prospect, but some air transport executives question the



THE GLOBE STARTS ON YOUR MAIN STREET!

In the tomorrow that is nearly today, there will be no limit to the journeys you can take by stepping outside your front door. Following the peace, air transportation... will encompass all the millions of Americans living on friendly Main Streets throughout the 48 states, will enrich your life and your community.

BRANIFF Airways

Chicago, Kansas City, Wichita, Oklahoma City, Dallas, Fort Worth, Houston, Amarillo, Wichita Falls, Austin, San Antonio, Corpus Christi, Brownsville

Braniff's post-war plans are both local and global in scope. This is the first of a series of ads now running in 87 newspapers in Braniff trade territory.

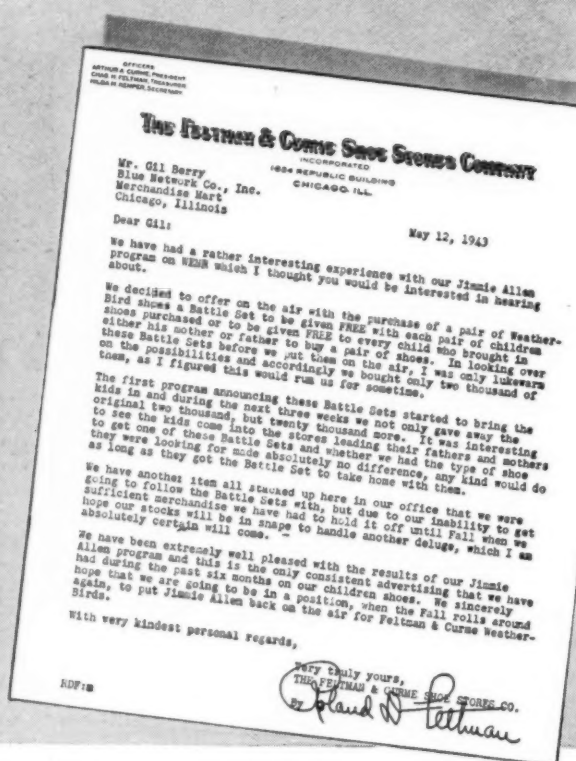
wisdom of publicity that places too much emphasis on global expansion and too little, or none at all, on the tremendous developments that will take place here at home. Why concentrate advertising wholly on the world-wide phase of air travel after the war, they ask, when there is a more readily saleable commodity in the improvements which will be made in the domestic transport picture—new plane designs, new services, the extension of facilities to off-line cities and eventually to the grass-roots sections.

Considerations such as these were batted back and forth across the conference table in a recent meeting of the Braniff Airways executives. All of them agreed that Braniff's post-war plans should be both local and global in scope, and that something should be done, in a big way, to focus the attention of the average person in the Braniff trade territory on the important changes now crowding his immediate horizon.

Soon after the discussion, T. E. Braniff, president, addressed the Texas Aeronautical Conference, keynoting his message with the phrase, "The globe starts on your Main Street." He said: "Following the peace, improvements in aircraft and operating techniques tested in the furnace of war can make air transportation available to thousands of communities and millions of Americans not now affected... Whether you and I live in a village or a metropolis, there must be no limit to the journeys either of us can take... no limit to the markets we can seek for our products nor the sources we can tap for our raw mate-

Does
WENR
produce
results?

★
Let an
advertiser
tell you...



Feltman & Curme, Chicago shoe chain, recently made an offer on their Jimmie Allen program over WENR... a children's "Battle Set" free with the purchase of a pair of Weather Bird shoes. 2,000 returns were expected.

Mr. R. D. Feltman tells you what happened. "The first program announcing these Battle Sets started to bring the kids in and during the next three weeks we not only gave away the original two thousand, but twenty thousand more!"

Because of these amazing results, a second offer has been postponed until fall when stocks may be in shape to handle another deluge of orders!

Many other advertisers have had similar experiences with WENR. Ask a Blue Spot Sales representative to tell you about them.

WENR

50,000 WATTS • 890 KILOCYCLES
A CLEAR CHANNEL STATION

Owned and Operated by the
Blue Network Company

Represented Nationally by Blue Spot Sales

New York

Chicago

Hollywood

Detroit

rials. Properly guided, air transportation can enrich our lives and our communities many-fold. It can become an integral part of our every-day activities at prices all can afford."

Since Mr. Braniff's keynote phrase was a forceful epitome of the company's two-pronged plan, it was adopted as the slogan of the new advertising campaign, now running in 87 newspapers and in aviation, business and national magazines. Because the proposed messages would apply equally to people in cities without direct air service as to those on the Braniff routes, it was decided to schedule the campaign for the principal communities in the trade territories surrounding present on-line points. The basis of selection was set, roughly, at 6,500 population and within a 50-mile radius of on-line points, although this limit was more flexible in more populous areas. R. J. Potts-Calkins & Holden, Kansas City, Mo., places the account.

Ads Reach the John Jones'

The theme ad showed a drawing of the globe, being circled by the airplane of the future. Projecting from the center of the United States was a typical Main Street—John Jones' Main Street. Copy, brief enough to be read almost at a glance, said: "In the tomorrow that is nearly today, there will be no limit to the journeys you can take by stepping outside your front door. Following the peace, air transportation . . . both local and world-wide . . . will encompass all the millions of Americans living on friendly Main Streets throughout the 48 states, will enrich your life and your community."

To keep the basic theme alive while successive ads highlight its chief implications, Braniff reduced the drawing of the globe and incorporated it and the slogan in the logotype for the balance of the campaign. Each ad carries a list of cities served by the airline, also the address and telephone number of the local office. In addition, window displays in the company's offices are employed to merchandise the campaign locally.

Not only does the series differ from the general run of current air transport copy, but this originality persists even in the unexpected use of cartoons to illustrate the copy. In place of formalized drawings which most of us might think more appropriate for portraying the fabulous happenings of tomorrow, Braniff's semi-humorous sketches assume that these great developments already have arrived and are as commonplace in the lives of Mr. and Mrs. John Jones as

are the movies and the chain stores.

Thus, in the second ad the old whittler—he used to hold forth at the railroad station—watches a plane glide into the local airport, and comments: "Yep, the Shangri-La Express is early again." In a later ad an American couple rubberneck against a backdrop of minarets and turbaned natives, while an excerpt from the local society column explains that the Zeke Millers, of 1946 Main Street, who left town several days ago, are vacationing in Shangri-La, and expect to be home within a week after visiting other places of interest along the route. The newspaper excerpt is used again to report that Cyrus Brown utilizes the daily cargo service to Shangri-La, receiving, by return flights, rare delicacies for local distribution. In another ad, helicopter type taxis whisk business men from the airport to the rooftops of their downtown destinations.

Interest and comment have reached the point where Braniff has decided to reproduce the entire campaign in a booklet in the near future. In a number of instances newspaper editors have used the messages to point up the importance of sound post-war planning in their communities.

CORRECTION

In our last issue we said that Charles Luckman had been elected vice-president, the Pepsodent Co., Chicago. We are sorry. Mr. Luckman has just been elected president of the company.

**Accurate
REPORTING
of
U. S. WAR NEWS
in
1861 1898
1917 1941**

**Buffalo
COURIER
EXPRESS**

**Only Morning and Sunday
Newspaper in Western New York**

Revise Your **AKRON** MARKET DATA

The following figures on Akron are the latest available; use them to bring your Market data up to date.

YEARLY PAYROLL		\$324,000,000
MONTHLY PAYROLL		\$27,000,000
NUMBER EMPLOYED		127,000
GREATER AKRON	POPULATION	332,000
SUMMIT COUNTY	POPULATION	400,000
A. B. J. MAY	DAILY CIRCULATION	125,277
A. B. J. MAY	SUN. CIRCULATION	112,325

▶ Employment and Payroll figures are based on latest reports of Ohio's Bureau of Unemployment Compensation and are for Greater Akron only. ◀

AKRON BEACON JOURNAL

AKRON'S ONLY DAILY AND SUNDAY NEWSPAPER

REPRESENTED BY:

STORY, BROOKS & FINLEY

New York, Philadelphia, Chicago, Cleveland, Los Angeles, Atlanta

LETTER ROUND TABLE

[If You've Written a Letter That Gives
an "Extra Satisfied" Feeling, Send It
In. It May Win a Round Table Prize.]

... Sludge Goes Through the Pump and Gets Inquiries

What a difference one little word can make! That little word "No" was left out of a sales letter sent out by Wyatt Sales Co., Cleveland. It was a bad mistake, but this is how it was put to work pumping up inquiries:

"On April 14, 1943, we sent you a letter regarding CARNES Sump Tank Cleaning Machines pointing out the speed, cleanliness and low maintenance cost of the equipment.

"In one paragraph we stated—'Maintenance cost is practically nil as the pump operates on vacuum principle so liquid or sludge goes through the pump.'

"It doesn't !!! No Sludge or Liquid goes through the pump.

"The word NO was omitted in that letter—and what a difference that makes.

"This vacuum pump principle, with no sludge or coolant passing through the pump is the heart of this equipment—and is an outstanding feature as compared with others which incorporate pumps through which the sludge must pass—with disastrous results.

"Many of our inquiries are from manufacturers, who have equipment of this competitive type, who have found maintenance costs excessive.

"Confusion was caused by our slip in omitting that no in that letter and we hope this may correct any wrong impression it may have caused in your case.

"Even with the mistake in that letter many manufacturers have either ordered or inquired for more information on these machines which save their cost in a few months through labor savings alone.

"You can save up to 80% of the labor cost of this class of work in comparison with the old baling and cleaning method, by using Carnes equipment—and how you need that labor for other work.

"When can we discuss this with you?"

An Invitation to a Sound Film Brings a Hefty 51% Return

The Standard Register Co., Dayton, checked in a 51% response to this letter John Larmer, supervisor of information, sent to large industrial firms, each representing attendance of from 20 to 30 executives at a showing of an industrial film:

"Your plant is probably facing today the same problems that exist in most of America's War Industries . . . new products, new methods, shortages of time, materials and trained workers, difficulties

in scheduling to avoid "slow ups, down time," need for improved control of operations. You'd probably like to know what other plants are doing . . . just as they might be interested in your achievements.

"Following a nation-wide study our company has developed a 20-minute sound film dealing with control problems in war industries. This film "Everything Under Control," enables you to see and hear actual case histories covering the 10 Basic Functions of Industry . . . Purchasing, Receiving, Storing, Production, Shipping, Payroll, Selling, Billing, Accounting, Personnel Relations . . . from a war-time viewpoint. Shows "job proved" ideas for stepping up production, increasing operating efficiency, and cost control.

"Our representative, Mr. _____, will have the film and projector equipment for two weeks and would like to have you and your executive staff members see this film . . . without obligation. This is a part of our War Service Program.

"Wire me collect advising what day would be convenient. Or phone Mr. _____ at Victory 1234.

"On To Victory!"

Wisely Improves the Present With an Eye to the Future

The Weiss & Klau Co., New York City, in this letter successfully prepares its dealers for future business by telling them how to push non-essential products:

"Let's look at the situation fairly and squarely.

"It is true that stock Window Shades mounted on rollers can still be obtained, although supplies are becoming limited. But it takes no "crystal-ball gazing" to see ahead to the time when the supply of Window Shades complete with rollers will fill only a portion of the general demand for Window Shades.

Prize-Winning Letters for June

Charles W. McCullum
Managing Director
The Bureau of National Affairs
Washington, D. C.

K. W. Stewart
Carling's Brewing Corp. of America
Cleveland, O.

W. C. Caldwell
Sales Manager
United Merchantile Agencies, Inc.
Louisville, Ky.

"The alert dealer, although he still may be able to obtain some stock Shades mounted on rollers, will start right now to carry a certain proportion of unmounted stock Shades. And in his daily selling activity he will begin to educate himself, his store clerks, and the consumer in the idea of mounting new replacement Window Shades on the old rollers.

"So that when the time arrives, as we think it soon must, that a large quantity of unmounted stock Shades will have to be sold to fill the gap left by the diminishing supply of Shade rollers, this alert dealer will have established a background to fit the situation and he will be prepared to swing his Window Shade business into channels dictated by war necessity.

"Don't for a moment overlook two very important angles in the featuring of unmounted stock Shades—economy and conservation. Economy lies in saving the cost of a new roller. Utilization of old rollers conserves high-grade spring steel for war.

"By all means we feel it would be a sound and practical move on your part Mr. Smallwood, to start in now featuring prominently unmounted stock Shades. There's nothing like being prepared."

Appreciation Goes a Long Way to Make Them Happy

A. F. Arbeit, executive division manager, The Diamond Fertilizer Co., Sandusky, O., instills that "extra satisfied" feeling in the hearts of agents by sending them a friendly letter of appreciation of their cooperation during the spring:

"You, no doubt, will be surprised to be receiving a letter from us at this time but, for your personal information, it gives us a great deal of pleasure to write a letter of this kind to you as an agent of ours—to you, who, year after year, have done an outstanding sales job!!

"This has been especially true this year when your efforts in the sale of fertilizer will contribute so much to the Food for Victory Campaign.

"The Diamond Fertilizer Company wants you to know that we sincerely appreciate your efforts and want to further commend you for your sportsman-like spirit of willing cooperation under the unusual conditions that existed over this spring period. So again we say to you, Friend Cliff, with all the emphasis at our command—THANKS A MILLION!!

"If we can be of any further service to you, please feel at liberty to command us.

"With kindest regards to you always."

Your advertising can help feed America!



A war message in every ad!

Below are listed a few of the other urgent campaigns on which the help of advertisers and agencies is needed. Further information may be secured from the War Advertising Council.

**NUTRITION
COST OF LIVING
WOMANPOWER**

**ABSENTEEISM
STUDENT NURSES
LOOSE TALK**

Your government faces a grave problem

Wars are won on full stomachs and lost on empty ones! Food is one of America's most potent weapons.

Farmers are going all-out to raise food and fibre. But crops in the ground do not mean food on the table. To harvest, process, and can the food takes *manpower* — and farm manpower in most areas is short.

Your advertising can help solve it

The government is doing many things to augment farm manpower. But in thousands of communities, students, teachers, townspeople must be enlisted as "auxiliary farmers" to help save the crops as they ripen.

The banker, the dentist, the housewife, the barber must turn farmer or canner for a week or a week end!

Convert your advertising to war

To build lasting good will, become a partner with government in spreading this important war message. Write for official U. S. Department of Agriculture-War Manpower Commission folder giving detailed information on exactly how your advertising can help. Address War Advertising Council, 60 East 42nd Street, New York 17, New York.



Those who serve on farms or in canneries will become members of the U. S. Crop Corps, be paid for their work, and receive a certificate of service.

WAR ADVERTISING COUNCIL, INC.

A non-profit organization, representing all phases of advertising, whose purpose is to enlist advertising for victory.



Business Goes West: High spot of the program of the 40th convention of the Pacific Advertising Association in San Francisco was a representation by Warwick S. Carpenter, Pacific Coast manager of SALES MANAGEMENT, of an analysis of Changing Consumer Markets of the Pacific Coast. Mr. Carpenter's report was the first presentation of information from the study being made by the P.A.A. Here is Carpenter (L.) with Carl J. Eastman, vice-president, N. W. Ayer & Son, San Francisco.

Media & Agency News

No Apologies

Traffic World, a news magazine, published in Chicago 52 times a year, in the interest of all forms of transportation, commands a subscription price of \$15 a year. That probably makes it the highest priced business magazine in the United States carrying advertising. It was established in 1907 and accepted no advertising until 1918. Until 1940 it was sold for \$10 a year.

When the price was advanced, its net paid circulation dropped something over 400 copies. A few months later all of these paid subscriptions had been regained. Its A.B.C. statement as of June 20, 1942, showed a net paid circulation of 7,461; its statement as of December 31, 1942, had jumped to 7,603.

E. F. Hamm, Jr., publisher, was asked by SM's reporter to give the reason for this long-time success of an unusual business magazine in the face of the generally accepted theory that a subscription price must remain low, and that the advertiser must pay the freight. He explained:

"We work on the theory that if a publication performs a real service, makes itself indispensable to its readers, and does a complete job, it can command a price commensurate with its worth. Our readers are almost entirely executives of carriers or shippers. We give them information which they want and need.

Traffic World maintains a staff of 15 people in Washington. Its editorial staff is entirely newspaper-trained. Henry A. Palmer, editor, has been on the job more

than 29 years. Before he came to us, he was the city editor of a metropolitan daily. We go to press every Friday afternoon. We make up on the stone, just like a daily newspaper. Each week while we are still making up, we are setting type, direct from the wires.

"Transportation is highly regulated; therefore, most of the news we print originates in Washington. It is composed of decisions and orders of the Interstate Commerce Commission, orders and decisions of the Maritime Commission, hearings and decisions of the Civil Aeronautics Board, dockets of the commission, new complaints filed, miscellaneous transportation news, and so on.

"In addition, it carries editorials, personal news, questions and answers, special articles, court decisions and informative advertising. Our editorial policy is absolutely independent as between carrier and shipper and among various types of carriers. We pull no punches and endeavor to steer transportation opinion along the right channels. Men who are vitally interested in any form of transportation consider it a necessity. We know, of course, that we are fortunate in the class of our readership. They are men who can pay for what they want.

"It has long seemed to me that many, I might say a large percentage, of the publishers of business publications have failed to evaluate properly the worth of their service. Of course, there is, and always will be, a few publications of small value which fail to render a real service.

"However, if a business publication employs good engineers, good technicians and

good editors, and if it really performs a needed function, it provides something of real value if it charges only, say, \$2 a year. We do not employ subscription salesmen. We sell entirely by mail. We grow steadily, if slowly, all of the time.

"In my opinion, no other business publication has so large a staff as our staff in Washington. Our men work very closely with the Interstate Commerce Commission. Some of them work from desks in the building. They are close to everything that happens there. For early copy we use air mail, filing a duplicate story in each instance by regular mail—just in case. During the final hours before publication, we use press wires.

"*Traffic World* does not have flaring headlines; it does not print sensational come-on. Body type is set in six and eight point. We literally 'pack it in.' Most publications, particularly those in the business field, plan the magazine in advance—a certain number of pages regulated in proportion to the amount of advertising. We do not.

"We never know how many pages we shall print until we are almost ready to go to press. Our method is to print as many pages as we may require to tell the story of the week's developments fully and completely. We use no more or no fewer pages than we consider necessary to do the job. Copy is judged entirely on what we consider its value to the reader.

"The result is that we have a day-by-day, week-by-week, record of just about everything that happens in the traffic field. Much of it is sifted down, by men trained for the job, giving the kernel in the nut. In reality, we are publishing a reference work, in weekly installments, which can be bound and filed.

"By careful check we have determined that about 83% of our readers actually do bind *Traffic World*, making two volumes each year, for preservation in their reference libraries. Practically all of the information we use is public property and available to the public. But for any one person to do the job individually would be very costly. We gather it, condense it, call attention to important rulings and developments, and print it.

"We do not give space to rumors and gossip. We put small value on the kind of 'dope' that comes through keyholing.

"When anyone says anything to us about our subscription price—\$15 a year—we do not offer apologies. We say merely that that price enables us to do a real job, the kind of job that is worth while and is wanted. If we cannot command the price, we cannot do the job."

SM's reporter asked Mr. Hamm if, in his opinion, it might be possible for other business publications to raise their subscription rates to a point where they could be less dependent on their advertising.

"Many of them could, I believe," he replied, "if they would do a sufficiently good job. The answer lies entirely in the need of the reader for the magazine. Frankly, I believe many publishers fail to put sufficient value on the job they are doing. If, on the other hand, a poor job is done, then any price is too high. Do the job and you can get the rate."

SALES MANAGEMENT

Agencies

With War Advertising Council, Association of National Advertisers, National Association of Broadcasters and others, American Association of Advertising Agencies went to bat recently before a Senate appropriations subcommittee to save the domestic division of OWI.

* * *

Specifically, Frederic R. Gamble, managing director of the Four A's, cited the "allocation plans" of OWI's radio bureau, which, he said, "brought order out of chaos," in the work of advertising for the war program, and "has resulted in the contribution of \$100,000,000 worth of well-spaced radio time and top-flight radio talent by radio advertisers and their agencies, networks and stations. . . It would be a serious setback if . . . some 20 or 25 different government departments and bureaus were individually approaching advertisers, agencies and media for help on war themes."

* * *

Ferry-Hanly Co. prepares and Republic Steel Corp. produces, for War Advertising Council and Department of Agriculture, a brochure titled "Light Reading for Your Lunch Hour," on ways in which advertisers can "put farming on the front line."

* * *

With appointment of Newell-Emmett Co. by Republic Aviation Corp., a dozen major agencies have acquired major aircraft accounts in the last year or two. Among them: Aeronca to Paris & Peart; Consolidated Vultee and Sperry to Young & Rubicam; Boeing to N. W. Ayer & Son; North American to Batten, Barton, Durstine & Osborn; Lockheed and Vega to Foote, Cone & Belding; Northrop to J. Walter Thompson Co.; Interstate to Erwin, Wasey; Bendix to Buchanan & Co.; Aviation Corp. and Curtiss-Wright to McCann-Erickson; Kellett Autogiro to Fuller & Smith & Ross; Grumman to L. E. McGivena & Co.; Fairchild to Cecil & Presbrey.

* * *

Other aviation accounts, however, continue with agencies with headquarters in their areas. Among them are Cessna, Douglas, Martin, McDonnell, Piper, United Aircraft and Waco.

* * *

Current account changes: Addressograph-Multigraph Corp. and Standard Tool Co. to Griswold-Eshleman Co., Cleveland. . . Florists Telegraph Delivery Association, Detroit, to Grant Advertising, Inc., New York office. . . Emerson Radio & Phonograph Corp. to William H. Weintraub & Co., New York. . . Rolls Razor, Inc., to Anderson, Davis & Platte, New York. . . A. C. Horn Co., paint products, to Kleppner Co., New York. . . Sweets Co. of America to Duane Jones Co., New York, for Tootsie V-M, a new milk fortifier. . . Nutri-Cola Co., maker of a vitamin B drink, to S. Duane Lyon, Inc., New York. . . Boston White Uniform Co., maker of Army and Navy officers' uniforms, to Hirsch-Garfield, Inc., Boston office. . . Lanagan & Hoke, Inc., maker of automotive testing equipment, to Gray & Rogers, Phila. . . Plymouth division of Chrysler Corp. appoints N. W. Ayer & Son for a magazine and farm paper campaign. . . General Foods appoints Benton & Bowles for the products of Snider Packing Co., recently acquired.

* * *

William G. Palmer, J. Walter Thompson Co., is elected chairman of Advertising Research Foundation. . . John W. Loveton, formerly with Foote, Cone & Belding, organizes John W. Loveton, Inc., 475 Fifth

avenue, New York, specializing in packaged products with "in-between" advertising expenditures. . . Ralph B. Campbell becomes chairman of the board and Ray O. Mithun, president of Campbell-Mithun, Inc., Minneapolis and Chicago. . . C. Darrell Prutzman and Carroll H. Rickard are now partners in Horton-Noyes Co., Providence. . . Emerson A. Elliott, media director, and William McNabb, art director, are named vice-presidents of Campbell-Ewald Co.'s Eastern division, at New York. . . Robert F. Degen, formerly vice-president and merchandising director of Kenyon & Eckhardt, joins Ted Bates, Inc., New York, as an account executive. . . William A. Yoell, formerly promotion director of Parade, is now a research executive with Young & Rubicam.

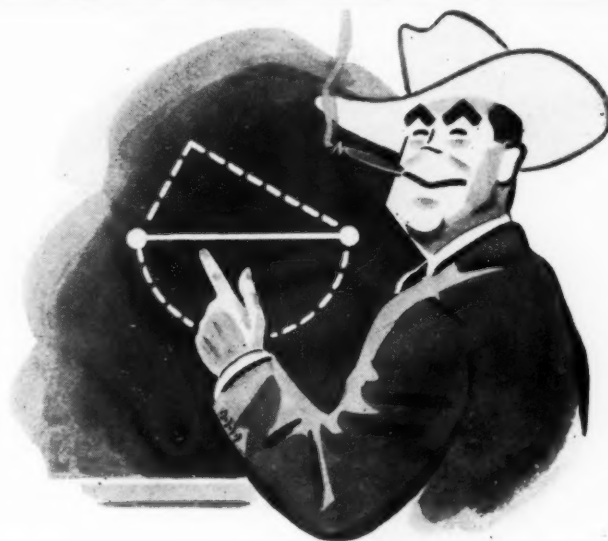
Fred H. Gardner, from Buchanan & Co., joins the research staff of McCann-Erickson, at New York. . . Michael Karlan is now media director and production manager of Neal Reed Andrews Advertising, Inc., New York. . . William Rienecke joins Kenyon & Eckhardt as art director. . . Ken Tillson is now radio director of Mac Wilkins, Cole & Weber, Portland, Ore.

* * *

Oakleigh R. French & Associates, St. Louis, is elected a member of American Association of Advertising Agencies.

Newspapers

Buell W. Hudson, publisher of the Woonsocket, R. I., Call, is elected a di-



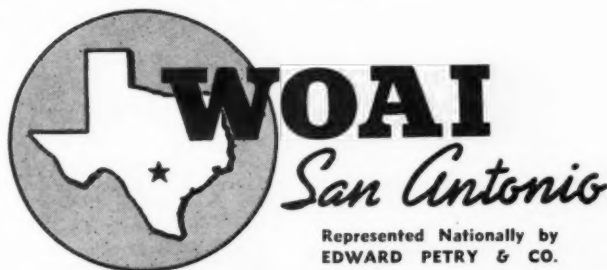
THE SHORTEST DISTANCE

It's a geometric axiom that a straight line is the shortest distance between two points.

The same basic principle applies to radio advertising. To cover a given market most effectively, you use the station having the largest audience in that market.

All accredited surveys prove that WOAI is the shortcut between advertisers and consumers in Central and South Texas. Backed by the power of 50,000 watts, WOAI's clear-channel voice reaches the bulk of the listeners in this prosperous section—at the lowest cost per listener!

50,000 WATTS • CLEAR CHANNEL • AFFILIATE NBC • MEMBER TQN



Represented Nationally by
EDWARD PETRY & CO.

THE POWERFUL ADVERTISING INFLUENCE OF THE SOUTHWEST

rector of War Advertising Council—joining Edwin S. Friendly, general manager, New York Sun, in representing the nation's newspapers on the council board.

Indicative of a strong first-half showing by newspapers throughout the country, advertising lineage in eight New York city papers in June, according to Media Records, was 19.9% ahead of June, 1942. Classified gained 68%, followed by general or national, which was up 36.7%.

Bureau of Advertising, American Newspaper Publishers' Association, reports on progress of a coordinated newspaper advertising program which a dozen eastern railroads have run since last October. In the first phase of it, October to January, advertisements were placed in 528 daily papers with combined circulation of 25,118,516 and in 978 weekly papers with 2,263,876. More than 1,200 communities were covered.

Malcolm Davis, from *Banking*, joins the Bureau of Advertising's sales staff. . . Daily and Sunday *Oregon Journal*, Portland, have been redesigned and restyled by Gilbert P. Farrar. . . Norman S. Rose, former advertising manager, *Christian Science Monitor*, joins Carl Byoir & Associates, public relations counsel, New York. . . Henry Doorly, president of Omaha *World-Herald*, is honored by his associates on his 40th anniversary with the paper.

I. A. Klein, Inc., newspaper representative firm, will be dissolved on August 1, and Mr. Klein will retire from this business.

H. H. Kynett of Aitkin-Kynett Co., Philadelphia agency, is appointed chairman of the administrative committee for the Continuing Study of Newspaper Reading, to succeed Stuart Peabody of Borden Co. The study is conducted by Advertising Research Foundation, and financed by Bureau of Advertising, American Newspaper Publishers' Association.

Radio

Within a few weeks after CBS sold sponsorship of broadcasts of the New York Philharmonic-Symphony Orchestra to United States Rubber Co., NBC announces that broadcasts of NBC Symphony Orchestra will be sponsored by General Motors Corp., starting Sunday, August 1. Cost to G.M. for the one-hour program on the full NBC network will be about \$1,000,000 a year. Conductors will be Arturo Toscanini, Leopold Stokowski and Frank Black. Arthur Kudner, Inc., is the agency.

Billings of Mutual Broadcasting System in June gained 65.4% from June, 1942, to a total of \$1,100,481, and were up 10.6% for the first half of the year to \$5,902,918. . . WOR, Mutual station in New York, had a 60% increase in new business in June from June, 1942.

New England CBS affiliates, meeting recently at Boston, adopted a resolution urging CBS to "take immediate steps to eliminate from network programs the use of hitch-hike, cow-catcher or other similar announcements as soon as possible," because they "tend to lower the standards of good broadcasting." Franklin M. Doolittle, WDRC, Hartford, is district representative on the CBS advisory committee.

Because of expansion, various members of the Blue Network staff and the entire

staff of WJZ have moved to new quarters on the second and 14th floors of the RCA building, New York. WJZ has separate quarters for the first time—on the second floor.

WSAY, Mutual outlet in Rochester, advertises in business papers that "new rules of the Federal Communications Commission permit you to place your NBC, Blue or CBS network programs on WSAY . . . if the network they are on cannot furnish coverage here." . . . When two carloads of munitions recently exploded in Grand Junction, Colo., KFXJ there obtained permission from military authorities to broadcast the complete story. . . WLW, Cincinnati, introduces a Faxfile on the station for advertisers and agencies. . . WINS, New York, arranges a trailer in the 63 Skouras movie houses there plugging Skouras programs on the station. . . Milwaukee County Pharmacists' Association recently held a party honoring Gaston W. Grignon, general manager of WISN, there, on the first anniversary of the station's "Know Your Druggist Better" program.

Leonard F. Erikson assumes his new duties as CBS network sales manager at New York. William J. Fagan is named administrative manager of the CBS sales department. W. Donald Roberts is now western sales manager, at Chicago. . . Parmelee W. Cusack becomes art director of NBC's advertising and promotion department. . . James G. McDonald, diplomat, journalist and news analyst, is appointed advisor to the Blue Network on post-war relations.

Magazines

Dell Publishing Co. introduces for soldiers full-size, thin-paper non-advertising overseas editions of *Modern Screen* and *Dell Inside Detective* magazines. . . Fawcett this month put the American flag on the covers of 14 magazines. . . *Newsweek* starts a full-page campaign in 33 large city newspapers, through McCann-Erickson, to "bring *Newsweek* editorial highlights of national significance to the normal complement of additional readers now deprived of the magazine by wartime paper restrictions." . . *Sportsman Pilot* changes its name to *Air Pilot and Technician*.



OECHSNER



CHASE

They take over new promotion jobs at *Collier's* and *Parents'* magazines.

Martin Oechsner, from *Parents'*, is appointed sales promotion manager of *Collier's*. . . Robert D. Chase becomes advertising promotion manager of *Parents'* and other magazines published by Parents' Institute, Inc. . . Allen McDonald joins the advertising staff of *Woman's Home Companion*, at Detroit. . . *Life* opens a Los Angeles office, at 530 West Sixth St., in

charge of William D. Grafton. . . Charles M. Kinsolving, formerly with *This Week* and *Parade*, becomes a Philadelphia sales representative of *Newsweek*. . . Dick Sheil joins the sales staff of *Guide Magazines*. . . Forbes McKay, Progressive Farmer-Ruralist Co., Birmingham, Ala., and Willard D. Egolf, National Association of Broadcasters, Washington, are reelected vice-presidents of Advertising Federation of America.

McCall's issues an illustrated book on its wartime editorial services titled "This Woman Is Getting Help," a sequel to "This Woman Needs Help," which urged advertisers, agencies and women's service magazines to help women adjust themselves to wartime living. . . *Modern Screen* will present "This Week In Hollywood," a half-hour weekly show over NBC and Blue stations, through Lennen & Mitchell, starting August 13. . . *Scholastic Publications* start a campaign, through Swertfager & Hixon, to tie up with the Youth Group's series in business papers on the importance of the youth market. . . *Charm* reports a lineage gain of 173% for August from August, 1942.

Whitney Publishing Co., New York, publisher of *Interiors*, acquires the 48-year-old home economics magazine, *American Cookery*. Mrs. Imogene Wolcott continues as editor.

Business Papers

Some 1,600 industrial papers and 400 farm papers went over the top in their drives to raise, respectively, 9,300,000 and 3,000,000 tons of industrial and farm metal scrap in the first half of this year, and have started to boost their combined total from 12,300,000 to more than 14,000,000 tons in the second half. The campaigns are backed by American Industries Salvage Committee, New York, for the War Production Board. J. H. Van Deventer, *Iron Age*, New York, is chairman of Business Papers Industrial Scrap Committee and James Watson, *New England Homestead*, Springfield, Mass., chairman of the Farm Press Scrap Committee.

Edwin F. Thayer, from *Advertising Age* and *Industrial Marketing*, is appointed publisher of *Tide*, succeeding David Frederick, who becomes an editor in the Army publications division.

Publication frequency of *Drug Topics* is changed by Topics Publishing Co., New York, from weekly to fortnightly, to conserve paper.

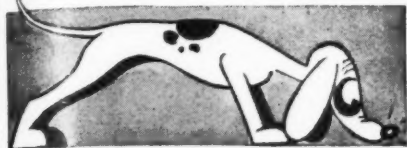
A. B. C. May Postpone October Meeting

Directors of Audit Bureau of Circulations, meeting recently in Montreal, decided to defer definite arrangements for a bureau convention, tentatively set for Chicago, October 14, because of wartime travel conditions. The matter was left to officers for later decision.

In audit reports and publishers' statements for magazines a new caption will be provided to cover copies sold for distribution to people in military service.

New advertiser members of A.B.C. are Pepperell Manufacturing Co., Boston; Southern New England Telephone Co., New Haven; Chesapeake & Potomac Telephone Cos., Washington, D. C., and Southern Bell Telephone & Telegraph Co., Atlanta.

Tips



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 386 Fourth Avenue, New York, N. Y.

KFBI File Folder. Contains a number of data sheets offering market information under these heads: general coverage, coverage by markets, market statistics, listeners, programming, audience promotion, mail response, merchandising follow-through, facilities (personalities and equipment), community influence, national and local accounts. Reproduced as part of the folder is an exchange of inter-office memos establishing the style of the folder. "Be sure that each fact is qualified by authentic sources of information," warns R. K. Lindley, general manager. For copies address, Kay Pyle, Station KFBI, Wichita, Kan.

American Newspapers Are at War. "By safeguarding morale, by spontaneous support of every vital call to action they (American newspapers) are demonstrating, beyond a shadow of doubt, that a free press can be depended on by a free America." Thus the Pittsburgh *Post-Gazette* introduces this brochure showing the quantity and quality of war-effort publicity—excluding straight war reporting—published in the paper between December 8, 1941, and March 31 of this year. The total amount of such linage in the Nation's 1,787 newspapers defies accurate measurement, but the *P-G*, without trying to claim special distinction, offers its own record as an indication of the magnitude of the total contribution. Free war effort publicity in the newspaper had reached 1,097,416 lines by the end of March. Write to Paul Jones, Pittsburgh *Post-Gazette*, Pittsburgh, Pa., for copies.

Continuing Market Folder on the Newark, N. J., Market. This folder is jammed with a wealth of data on the Newark market and with interesting comparisons based on studies of circulation and linage statistics in that area. The Newark market analyzed here embraces corporate Newark, Essex County and the ABC trading and city zones, each of which is studied in terms of market potentials. "Something new in war market yardsticks" is included in the shape of a chart showing how help-wanted linage has zoomed since 1938. For copies write Thomas D. Kenney, Newark *Evening News*, Newark, N. J.

How Industry Can Cooperate with the U. S. Information Program to Reduce Absenteeism. A booklet showing how advertising can be used most effectively to help solve the problem of absenteeism in war plants. It contains a breakdown of the major causes of job absences with suggested remedial action for each condition. Specific ad suggestions range from sample

"drop-ins" for one's regular ads to complete institutional ads for use in newspapers and magazines. Suggestions are also offered on the use of printed promotion and direct mail. Copies of the booklet can be had from the War Advertising Council, 60 E. 42 St., New York, N. Y.

How to Ship by Air Express During Wartime. Shipping by air express is different today from what it was before Pearl Harbor. Almost anything can be sent air express, but peacetime luxuries naturally can go only on a space-available basis. Accumulating shipments until the end of the day—a peacetime habit—should be ruled out for the duration. The vast quantities of goods being moved by air have increased loading problems. These and other developments make current, readily accessible information on the use of air express imperative. So the Railway Express Agency has issued a brochure of wartime facts and figures on the who, what, where, when and how of the "fastest way of shipping," produced in file folder format with the general headings indexed. Copies from K. N. Merritt, Railway Express Agency, 230 Park Ave., New York, N. Y.

Light Reading in Your Lunch Hour. A large-size booklet, profusely illustrated with dramatic photographs, showing general and agricultural advertisers how they can help put farming on the front line, by playing up the important role of food in total war and by acknowledging the farmer's contribution to Victory. The booklet, prepared by Ferry-Hanly and produced by Republic Steel Corp. in cooperation with the War Advertising Council, urges advertisers to impress on the public what happens when there isn't enough food, how much food our soldiers and Allies need to keep going, and the degree to which the European invasion time-table depends on a stockpile of food. It contains detailed suggestions on how advertisers can help. Two types of ads are placed in contrast under the heading, "Which kind of ad will do you the most good?" One deals exclusively with the food problem, the other goes in for flag-waving and boasting of the imaginary sponsor's part in the war effort. In the opinion of the Council, these two ads tell the story of what war advertising is better than the many thousands of words that have been written on the subject. Copies of the booklet available from the War Advertising Council, 60 E. 42 St., New York, N. Y.

So You Want to Start a House Magazine. The war has added new impetus to the growth of house magazines as an effective means of creating and nurturing harmony in management-employee relations. This booklet is a how-to-do-it manual for the prospective publisher or editor. The problems which confront the new publisher and editor, together with their solutions, are presented in question and answer form. Write for copies to Alexander Thompson Jr., Champion Paper & Fibre Co., Hamilton, Ohio.

Ration(alized) Points. This brochure makes a few points about the purchasing power of Chicago's wage-earners. Charts based on reports from the Illinois Department of Labor compare current employment and payrolls in the area with statistics for the 1935-39 period, while an analysis of occupational groups shows which type of families is richest in ration point values. For copies write to Leo J. Abrams, Chicago *Times*, Chicago, Ill

YOUR DOORWAY TO SALES

DIESEL PROGRESS
DIESEL—one of the two industries that will come out of the War **AROARING!**

HIGHEST RATE PER PAGE
LOWEST RATE PER READER
EDITED BY MAX W. WADSWORTH

3 West 45th Street, New York, New York

Send for Diesel Industry Information and complimentary copy!

CCA DIESEL PROGRESS

CONSERVE Shoes-Tires-Time!

-with our CENTRAL DOWNTOWN LOCATION
HOTEL Mayfair
ST. LOUIS FROM \$3.00

HELP ASSURE VICTORY
Buy War Bonds. Comply cheerfully with Rationing. Save all scrap. Avoid waste.

PHOTOSTAT PRINTS
Photostat reproductions only 12c, letter size; (in quantities still less). Strengthen sales promotions with prints of testimonial letters, orders, etc. For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc.
165 Broadway; 1 East 42nd Street
COrtland 7-4836

OUR MEN NEED * BOOKS *



SEND ALL YOU CAN SPARE

Help a man in uniform enjoy his leisure hours. Give your good books to the 1943 VICTORY BOOK CAMPAIGN. Leave them at the nearest collection center or public library.

Comment

BY RAY BILL

REVENGE FOR INSULT. The untrained army of men and women behind store counters today is creating a lulu of a hangover headache both for many retailers and for the manufacturers of consumer goods whose wares clear through retail distribution channels. These people know neither the full meaning of good-will, nor the incalculable value of it. And they are in many cases destroying good-will at a rate that is frightening.

The manpower situation in retailing has become so acute that many a store has had to employ, as a salesperson, anyone the personnel department could get, with slight regard to qualification. Between overwork, worrisome rationing detail, shortage of merchandise, price ceilings, and other war-created problems, consumers everywhere are finding buying increasingly difficult and shopping "maddening" to an unprecedented degree. Everywhere we hear some people saying with bitterness, "You're lucky if you don't get slapped in the face when you try to buy something nowadays."

Mr. and Mrs. Doakes have to take it now, but the moment the consumer goods situation eases up, store managers everywhere are going to find hundreds of people who were once good customers missing from their books. Insults, impatience, "doncha know there's a war on?," and the take-it-or-leave-it attitude so characteristic now, will have done their work: customers alienated forever. Indignation is long-lived. The customers won't quickly forget!

Isn't it time for the manufacturers to look this situation in the face and try to offer their dealers more constructive help? What could they do? Even some simple gestures would help. Let's take the case of the housewife who wants a grocer to give her rationed merchandise with the promise that she will deliver the necessary points next week when a new series becomes valid. When the grocer refuses, as he often does—and as he should do to stay within the law—she doesn't understand why and he hasn't the time to explain.

A simple four-page, inexpensive folder, provided by a thoughtful food manufacturer, which the grocer could hand to his customer on such an occasion, could provide a courteous explanation, could save harsh words and harder feelings. An elementary list of rules on how to deal with the public, a list which stores could place in the hands of untrained employees, would be another approach. Almost anything at all that can be used as a substitute for, or a supplement to, basic training, would be grabbed with gratitude by dealers in a wide variety of industries—and no dealer thus served would be likely to forget the manufacturer who supplied such materials.

When the war's over, many a business man is going to wake up with an ill-will hangover of pink elephant proportions. The manufacturer who is alert to his opportunities right now can do quite a lot at the retail level to save the situation and to save himself. But it ought to be done quickly.

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SALES MANAGEMENT IN WASHINGTON. Milo Perkins, former sales manager of Bemis Brothers Bag Co., and later in the bag business for himself, is now involved in the "feud" which his boss, Henry Wallace, is having with Jesse Jones. Without trying to pre-judge that controversy before all of the facts are out, we will, however, quote a disinterested source, the New York *Herald-Tribune*, which said editorially the other day that when the full story of this World War is written, one of the brightest chapters will be devoted to the Board of Economic Warfare, which Milo Perkins directs. His job may be broken down to three main divisions.

He is responsible for the job of scouring the four corners of the world to locate strategic commodities needed in the war effort—getting them for us and keeping them from our enemies.

The second phase has to do with exports—with licensing to see that no shipments go from this country to Axis powers through sympathetic "blacklist" sources.

The third phase is the gathering of complete information on the economies of all of the nations in the world.

In testimony before the House Appropriations Committee last month, Mr. Perkins said in part, "In all import operations, the interests of United States commercial importers must always be considered. If coffee is to be brought in, coffee importers handle the job, as agents of the responsible corporation. If fats and oils are needed, all United States oil importers are invited to join a special association to handle import operations. And so it goes through the long list of imported commodities. It's good business to use the skill and experience of these men now, and it's good business to have them weather the storms of this war economy, so they'll still be in business when the war is over. . . . Just as in the case of importers, we need the trained services of commercial exporters now: we undoubtedly shall need them much more to spearhead United States commercial activities abroad when the war is over."

In so quoting, we do not wish to reflect on the record which Jesse Jones has established over a long period of years or on his abilities as a business man and banker with a similar bent to "draft" the services of experienced business men. Rather do we wish to indicate that *high-up controversies of this sort should be resolved on business and economic facts as distinguished from political considerations of any kind.*

Congress may hesitate to act for various and sundry reasons, but Congress faces a very real challenge to its own standing in *how* and *when* it meets this intra-administration issue.

We hope that the airing of the controversy between Mr. Wallace and Mr. Jones will emphasize to all policy-makers that (1) experience in sales has values in government work, and (2) government war bureaus function most smoothly if they utilize the knowledge and experience of loyal and patriotic business men who are experts in specific fields.

SALES MANAGEMENT